

*Everyone asks the administration to do many things,
but few ask themselves how they are best done.*

THE
ADMINISTRATIVE REFORMS COMMISSION
AND ITS WORK

A BRIEF SURVEY

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FOREWORD

“Swaraj is my birthright” declared Lokamanya Tilak. The concept of swaraj is even more comprehensive than the word “Independence”. Gandhiji, the Father of the Nation, wanted the administration of free India to be as good as “Ram Rajya”. Gandhiji’s concept of administration was one of a pyramidal structure with the village panchayats and self-governing local bodies forming the base and the central government the apex. It was in essence the trusting of the lower levels of the administration to shoulder responsibilities, avoiding over-centralisation with its inevitable result of delay, inefficiency and shifting of responsibility. The main object of administration should be to respond to the needs of the people and to afford them the maximum satisfaction within the framework of the rule of law. This is the basic requirement of Swaraj and Ram Raj and of the concept of the welfare state enshrined in the Preamble and the Directive Principles of State Policy of our Constitution.

2. The problems created by partition, the consolidation of freedom, the integration of princely states, the framing of the Constitution and planning for economic progress absorbed the attention of our national leaders who shouldered the burden of administration immediately after Independence. It soon became clear, however, to them and to their successors, that unless the administration was properly and adequately reformed it would not be possible to establish a welfare state. Several studies and enquiries were made of the administrative problems during the first fifteen years after Independence. These attempts were, however, limited in scope, sporadic and uncoordinated. The effort was largely diffused and its pace uneven. There was no comprehensive and coordinated examination of the whole administrative machinery at the Union, State and district levels. Measures for improvement in administration can not be satisfactorily worked out unless every branch of administration throughout the country is examined and the proposals formulated in a coordinated manner.

3. During the early sixties the Government was greatly exercised over the problems posed by the deterioration of administrative efficiency and standards. Complaints became widespread regarding the inadequacy of the government machinery to deal promptly and humanely with the day-to-day problems of citizens. As a consequence, the idea of setting up a Commission to make a comprehensive study of the administration gained ground. It found great support in

Parliament. On August 26, 1965, Shri Lal Bahadur Shastri, the then Prime Minister stated in Parliament :

“There have been various study groups functioning. But I have often felt that, perhaps, these patch-works or these small efforts are not going to meet the situation, and I am of the opinion that there should be a high-power commission to go into this matter. Because it must cover the whole gamut of administration. There is the Secretariat, there are the directorates and, then, we have also the administration in the districts. I think both these aspects are very important and they must be tackled by a commission which would be sufficiently powerful. I have no doubt that if we have a commission of distinguished people it will produce adequate results. Their recommendations will be such as would help in improving our administration in building up our Secretariat and also in building up the services working in the field.”

4. The Administrative Reforms Commission was appointed on January 5, 1966, with Shri Morarji Desai as its Chairman. He remained Chairman for a period of one year and two months. He got the Commission off to a good start and inducted many eminent persons with specialised knowledge and experience into the different Study Teams and Working Groups set up by the Commission. Before Shri Desai left the Commission to assume the office of Deputy Prime Minister, he was able to give to the Government one interim report. This was on ‘Redress of Public Grievances’.

5. I have been associated with the Commission throughout, first as a Member and then as Chairman for a period of three years and three and a half months. During this period the Commission were able to send 19 reports to Government bringing the total to 20.

6. It was my good fortune to have as my colleagues on the Commission men of great experience, wisdom and understanding. I record with great pleasure my gratitude to all the Members of the Commission for their valuable contribution and unstinted cooperation. Unfortunately, one of my valued colleagues, Shri H. C. Mathur died in harness on June 12, 1968. In his sad demise the Commission lost a person of great wisdom, energy and industry.

7. My grateful thanks are due to the Chairmen and Members of the various Study Teams, Working Groups and convenors of the different seminars who gave ungrudgingly their time and knowledge but

for which the Commission could not have completed its formidable task satisfactorily. My thanks are also due to the Governors, Ministers of the Union and State Cabinets and Members of Parliament who helped the Commission with their wise counsel. The assistance rendered to the Commission by Ministries and departments of Government, especially the Department of Administrative Reforms, and of professional institutions like the Indian Institute of Public Administration, has been of much value. The staff of the Commission displayed zeal and competence for the tasks entrusted to them and I feel happy to record my appreciation of their labours.

8. This brochure is meant to provide general information of the work done by the Administrative Reforms Commission. It has been compiled by Shri S. P. Vittal, Officer on Special Duty and edited by Shri A. V. Seshanna, Deputy Secretary in the Commission.

K. HANUMANTHAIYA

Chairman

Administrative Reforms Commission

*New Delhi,
the 30th June 1970*

ADMINISTRATIVE REFORMS COMMISSION—ITS TASKS AND METHODS

Terms of Reference :

The setting up of the Administrative Reforms Commission (ARC) in January 1966 was a landmark in the national effort at administrative re-organisation and improvement. The Government Resolution of 5th January 1966, constituting the Administrative Reforms Commission, contains its terms of reference (Appendix I). The Resolution required the Commission to consider, in particular, the following areas :

- (1) the machinery of the Government of India and its procedures of work;
- (2) the machinery for planning at all levels;
- (3) centre-state relationships;
- (4) financial administration;
- (5) personnel administration;
- (6) economic administration;
- (7) administration at the state level;
- (8) district administration;
- (9) agricultural administration; and
- (10) problems of redress of citizens' grievances.

2. The Schedule to the Resolution listed some of the important issues to be examined under each of the ten heads mentioned above. The total number of issues so listed was forty-one.

3. The objectives which were to guide the Commission's investigations were more comprehensive and far-reaching than those set out for earlier *ad hoc* administrative inquiries. The Commission was to give consideration to the need for ensuring the highest standards of efficiency and integrity in the public service; it had also to take into account the need (a) for making public administration a fit instrument for carrying out the social and economic policies of the Government and achieving social and economic goals of development, and (b) for making the administration responsive to the people. Implicit in the Commission's terms of reference were two additional objectives—the promotion of national integration and maintenance of efficient standards of administration throughout the country. The changed political complexion of several of the State Legislatures in the last General Election added a new perspective to the Commission's approach to administrative reform, namely, that of ensuring administrative continuity under unstable and weak coalition Governments.

Composition :

4. As originally constituted the Commission comprised Shri Morarji Desai as Chairman, Shri K. Hanumanthaiya, Shri H. C. Mathur, Shri G. S. Pathak, Shri H. V. Kamath as Members and Shri V. Shankar as Member-Secretary. All of them except for the Member-Secretary were Members of Parliament. Shri G. S. Pathak joined the Central Government as Law Minister on January 24, 1966, and in his place Shri Debabrata Mookerjee, Member of the Rajya Sabha was appointed Member of the Commission on April 27, 1966. Shri V. Shankar, Member-Secretary, was made a full-fledged Member on 12th May 1966 and Shri V. V. Chari, then Additional Secretary in the Commission was appointed as Secretary. Shri Morarji Desai resigned the chairmanship of the Commission on his joining the Union Cabinet as Deputy Prime Minister on March 13, 1967. During his tenure as the Commission's Chairman, the ARC gave on October 20, 1966, an interim report on the problems of Redress of Citizens' Grievances.

5. Shri K. Hanumanthaiya was appointed Chairman on March 17, 1967. The size of the Commission was thereby reduced by one as no member was appointed to fill the vacancy caused by the elevation of Shri Hanumanthaiya to chairmanship. This composition of the Commission lasted over a year and a quarter. During this period the Commission sent to the Government six reports—on the Machinery for Planning (two reports : one interim and one final), Public Sector Undertakings, Finance, Accounts & Audit, Economic Administration and the Machinery of the Government of India and its Procedures of Work.

6. Shri H. C. Mathur passed away suddenly on 12th June, 1968, in Bangalore, where the Commission was in session. His place was filled by Shri T. N. Singh, Member, Rajya Sabha, on 16th September, 1968. Thereafter, the composition of the Commission, which remained unchanged, was as follows :

1. Shri K. Hanumanthaiya	Chairman
2. Shri H. V. Kamath	Member
3. Shri D. Mookerjee	Member
4. Shri T. N. Singh	Member
5. Shri V. Shankar	Member

7. Brief bio-data of the Chairman and members of the Commission is given in Appendix II at the end of this brochure.

8. Shri V. V. Chari, Secretary, left the Commission on 24th November, 1969, consequent on his appointment as Secretary to the Government of India in the Ministry of Irrigation and Power. During his tenure in the Commission sixteen reports were finalised. Thereafter, Shri N. S. Pandey, Joint Secretary in the Commission was placed in charge of the work of Secretary of the Commission till its conclusion.

Plan and Methods of Work

9. Though the Commission was set up in January, 1966, its work could really commence only by June 1966. Finding accommodation and recruiting staff took some time.

10. The Government notification setting up the Commission provided that the Commission would devise its own procedures and could appoint committees and advisers to assist it. It was usual for commissions of enquiry generally to base their findings on replies to questionnaires, material supplied by Government departments and examination of the witnesses. The ARC, however, thought that such an approach alone would not be adequate. It, therefore, decided to set up a number of study teams and working groups to enquire into and conduct detailed studies on various sectors of administration. These study teams were to consist of eminent public men, Members of Parliament, civil servants with specialised knowledge and experience in particular areas, and professional men. The composite character of the study teams and working groups was intended to ensure an integrated, balanced and realistic approach to their investigations and recommendations on problems of public administration. A basic paper was prepared by Dr. V. A. Pai Panandikar, Special Assistant to the then Chairman (Shri Desai) in which the approach to reforms was set out in a broad perspective.

Study Teams :

11. The Commission set up 20 Study Teams and 13 Working Groups and one Task Force. It also constituted four Expert Groups to assist one of the Study Teams. Of the total of 20 Study Teams, 12 were set up during May-June 1966, 4 in July 1966 and one each in August 1966, November 1966, June 1967 and September 1967. As the work of the Commission progressed, it was realised that apart from the ten major areas that were specifically referred to the Commission, some of the large governmental organisations needed to be studied in detail. Requests were also received from some the Ministries for such an examination. A Study Team on Defence Matters was set up in November, 1966, one on Union Territories in June 1967 and one on Railways in September, 1967.

Working Groups :

12. The Commission appointed 13 Working Groups to make detailed studies of specific agencies and organisations, such as Customs and Central Excise, Posts and Telegraphs, Life Insurance, Income Tax, Police and Developmental Control and Regulatory Organisations. 3 Working Groups were set up in January 1967, 9 during July-August 1967. One Working Group and a Task Force on Treasuries were set up in December, 1967.

13. No less than 206 distinguished persons drawn from varied walks of life served as members of these bodies. 6 had served as Ministers of the

Central Government, 7 were Chief Ministers and 3 were Ministers of State Governments. Also included were a former Attorney General, a former Chief Justice of a High Court, former Lt. Governor and two former Governors of the Reserve Bank of India. The academic field was also adequately represented. There were 6 Vice-Chancellors of Universities, 11 university professors, 11 directors of national laboratories and institutes and 7 other scientists. Public sector undertakings and the liberal professions were also covered. There were 11 managers from public enterprises, 7 eminent lawyers, 12 leading persons from industry and commerce and 4 executives from the private sector. Twenty-six senior officials, serving and retired, were also appointed to these Study Teams and Working Groups.

14. The constitution of the Study Teams and Working Groups, arranging for the services of competent staff, furnishing of research support and other secretariat services entailed a big effort in organisation. The staffing pattern of the Commission was largely task-oriented. At the senior levels it was manned by civil servants with wide experience and knowledge of public affairs. The middle level was manned by officers of the rank of deputy secretary to the Government of India borrowed from different service cadres with an eye on the suitability of their background and experience to their tasks in the Commission. The deputy secretaries functioned as the secretaries of most of the Study Teams and Working Groups. At the lower level, the Commission utilised the services of analysts and research assistants to collect, examine and collate the needed data. The research staff of the Commission prepared, under the guidance of the deputy secretaries, background and working papers on a variety of subjects giving a summary of the existing position and setting out the different problems, views, and solutions. The Chairman had a Special Assistant drawn from the academic circles of public administration.

15. The Department of Administrative Reforms serviced two Study Teams and conducted some special studies for the Commission. The ARC also farmed out a few studies to professional organisations like the Indian Institute of Public Administration (IIPA), the National Council of Applied Economic Research, and the universities. Four studies undertaken by the IIPA, financed through a special grant from the Commission were (1) Control of Panchayati Raj Institutions, (2) Experience of citizens with regard to administration, (3) Union-State relations in urban development, and (4) Relations between Ministers and Civil Servants. In addition, the IIPA carried out 25 background studies for use by the different Study Teams. Some staff members of the IIPA were actively involved in the work of the Study Teams. One member of its faculty (Prof. B. S. Narula) served as full-time Special Assistant to the Chairman for 3 years on an honorary basis.

16. The Commission had the normal office establishment. Its strength was reviewed from time to time and reduced as the work-load lessened. At

its peak, during the years 1967 and 1968, the strength of staff of various categories was 169, though the number of posts sanctioned was somewhat higher, *i.e.*, 198. The break down of the staff in position as in November, 1967, was as follows :—

Secretary	1
Joint Secretary	1
Deputy Secretaries	9
Under Secretary	1
Private Secretaries to the Members	5
Officers on Special Duty	3
Senior Analysts	17
Junior Analysts & Section Officers	10
Research Assistants and Assistants	13
PAs, Stenographers, etc.	25
Clerical Staff	29
Staff car drivers/daftries/Class IV staff	46
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	169

17. Details of the staff in position during 1967, 1969 and 1970 are given in Appendix III.

INQUIRIES AND REPORTS OF THE COMMISSION

The Administrative Reforms Commission made extensive inquiries and gathered direct evidence on its own, apart from the examination of specific subjects conducted by its Study Teams and Working Groups. It held its sittings in most of the State capitals spread over a period of a year and a half. The dates of the sittings are given below :—

<i>State/Union Territory</i>	<i>Period spent</i>
Maharashtra (Bombay)	May 30—June 3, 1966
Gujarat (Ahmedabad)	June 4-6, 1966
Mysore (Bangalore)	June 7-10, 1966
Andhra Pradesh (Hyderabad)	June 11-15, 1966
Uttar Pradesh (Nainital)	June 27-July 4, 1966
Tamil Nadu (Madras)	July 15-22, 1966
Pondicherry	July 19, 1966
Assam (Shillong)	April 17-19, 1967
Manipur (Imphal)	April 20-22, 1967
Tripura (Agartala)	April 23-25, 1967
Himachal Pradesh (Simla)	June 17-27, 1967
Kerala (Trivandrum)	September 4-9, 1967
Jammu & Kashmir (Srinagar)	October 9-16, 1968

2. At the invitation of the Commission evidence was given by high functionaries like Chief Ministers, Ministers of State Cabinets, Members of Parliament and of the State Legislatures, the Chairman, of the UPSC and some Chairmen and Members of the State Public Service Commissions, leaders of Political Parties, vice-chancellors, prominent industrialists and businessmen, trade union leaders, professional men, senior civil servants including departmental heads in the States and representatives of Civil Service Staff Associations. Some others whom the Commission could not meet sent their views in writing. Sarvashri G. S. Pathak, Dharma Vira, Shriman Narayan and Khandubhai Desai, the then Governors of Mysore, West Bengal, Gujarat and Andhra Pradesh communicated their views in writing. These were of great help to the Commission in preparing its report on Centre-State relationships and State Administration.

3. The President of India, the late Dr. Zakir Hussain was pleased to receive the Chairman and the Members of the Commission on 2nd September, 1968 and discussed several problems of administrative reforms. The then Vice-President, Shri V. V. Giri, took keen interest and helped the Commission with several suggestions. The Prime Minister, Shrimati Indira Gandhi met the Commission and gave the benefit of her views. Before finalising its report the Commission invariably held discussions with the

concerned Union Ministers and Secretaries of the Government of India regarding their charges.

4. The purpose of the Commission's tours and sittings all over the country was to gain a feel of public opinion *vis-a-vis* the administrative machinery, to take counsel from experienced and knowledgeable persons and to appreciate the shortcomings of the administration as they are seen by the administrators as well as the "administered". (A list of witnesses examined is given in Appendix IV). The Commission also received memoranda from a large number of individuals and official and non-official bodies. The Commission's enquiries and examinations enabled it to assess the recommendations made by its Study Teams and Working Groups.

Discussions in the Commission and Drafting of ARC Reports

5. As soon as the reports of some of the important Study Teams came in, the Commission began its deliberations on their findings. These deliberations lasted, on the average, for about 10 to 15 days. In many cases additional evidence was taken from Ministers and senior officials concerned with the subject of each report. The collection of fresh or additional information was also ordered. The Commission's enquiries resulted in the modification or non-acceptance of some proposals of the Study Teams and Working Groups. The Commission thereafter remitted to the concerned deputy secretary and, in a few cases, to the special assistant to Chairman the task of preparing the initial draft of the report under the guidance of the Secretary of the Commission. The Commission held a number of meetings to consider each draft report page by page. The necessary additions and amendments were made even at this stage. The Chairman personally recorded detailed minutes indicating fresh approaches and clarifying any obscure points in the draft. In each case, the draft was revised a number of times before it was finally adopted by the Commission.

The Reports of the Administrative Reforms Commission

6. The Commission prepared and forwarded to the Government twenty reports in all. They cover the entire field of public administration and are the result of the most comprehensive investigation and much painstaking effort. They contain 537 recommendations on a variety of areas and organisations of government. The Reports of the Commission and the dates on which they were presented are given below :

<i>Sl. No.</i>	<i>Name of the Report</i>	<i>Date of presentation to Government</i>
1	2	3
1.	Problems of Redress of Citizens' Grievances (Interim)	20-10-1966
2.	Machinery for Planning (Interim)	29-4-1967

1	2				3
3. Public Sector Undertakings	17-10-1967
4. Finance, Accounts & Audit	13-1-1968
5. Machinery for Planning (Final)..	14-3-1968
6. Economic Administration	20-7-1968
7. The Machinery of the Government of India & its Procedures of Work	16-9-1968
8. Life Insurance Administration	10-12-1968
9. Central Direct Taxes Administration	6-1-1969
10. Administration of Union Territories & NEFA	28-11-1969
11. Personnel Administration	18-4-1969
12. Delegation of Financial & Administrative Powers	12-6-1969
13. Centre-State Relationships	19-6-1969
14. State Administration	4-11-1969
15. Small Scale Sector	24-12-1969
16. Railways	30-1-1970
17. Treasuries	27-2-1970
18. Reserve Bank of India	11-3-1970
19. Posts and Telegraphs	15-5-1970
20. Scientific Departments

7. One point needs to be stressed. In making its recommendations the Administrative Reforms Commission was constantly guided by certain basic considerations. These were : the intensity or magnitude of the administrative deficiency or inadequacy; the requirements of adapting the administrative system or procedure to the demands of developmental functions or tasks; the viability of the proposed reforms in terms of administrative, social and political challenges; the need for improving efficiency, effecting economy and raising administrative standards; the need for maintaining a balance between administrative innovation and change and administrative stability; the need for improving the responsiveness of the administration to the people; the urgency for reform; and finally the demands of the present and the needs of the future.

THE TWENTY STUDY TEAMS—SALIENT FEATURES

1. Machinery of the Government of India and its Procedures of Work

The Study Team was appointed by the Commission on May 13, 1966 and consisted of :—

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| 1. Shri S. G. Barve,
Member, Planning Commission. | Chairman |
| 2. Shri K. C. Pant,
Member of Parliament. | Member |
| 3. Shri Dharma Vira,
Cabinet Secretary. | Member |
| 4. Shri M. R. Chopra,
Chairman, C.W. & P.C. | Member |
| 5. Dr. J. N. Khosla,
Director, Indian Institute of Public Administration | Member |
| 6. Shri N. K. Mukarji,
Joint Secretary, Department of Administrative Reforms. | Member-Secretary |

Dr. C. D. Deshmukh, formerly Governor of the Reserve Bank and Union Minister of Finance was appointed as Chairman on 23rd March, 1967, in place of Shri S. G. Barve, who passed away on 6th March, 1967. Shri K. C. Pant resigned in March, 1967, Shri K. T. Chandy, Chairman of the Food Corporation of India was appointed as Member on 26th May, 1966, *vice* Shri Dharma Vira.

The Team was to study the distribution of subjects among the departments of the Central Government, the role of the Cabinet Secretariat, staffing patterns and methods of work within the ministries, the relationship between the ministries and their attached and subordinate offices, and problems of inter-Ministry coordination. Team utilised the services of the research staff of the Department of Administrative Reforms. Twenty-eight working papers were prepared by the research staff under the guidance of S/shri G. R. Nair and G. P. Shahani, deputy secretaries and Shri A. T. Govindarajan, under secretary. These were discussed in fourteen meetings of senior officers drawn from different ministries. The Union ministries supplied the requisite material in response to a circular letter addressed by the Secretary of the Commission. A questionnaire was framed and sent on a selective basis to 443 persons. Oral evidence was taken from 16 eminent persons of great experience.

An interim report of the Study Team was presented on 4th March, 1967. Even as the draft of the report was being given final touches, the

Chairman of the Team, Shri S. G. Barve, passed away. The final report (Part II) was prepared under the guidance of the next Chairman, Dr. C. D. Deshmukh. It was presented to the Commission on February 9, 1968.

The Commission had a study conducted by the Indian Institute of Public Administration on Minister-Secretary Relationship. The study based on interviews with 38 Central Ministers, 50 Members of Parliament and 18 Secretaries was carried out by Prof. B. S. Narula of the Indian Institute of Public Administration.

2. Economic Administration

This Study Team was set up on May 13, 1966 and consisted of—

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| 1. Shri C. H. Bhabha | Chairman |
| Ex-Minister of Commerce, Govt. of India. | |
| 2. Shri H. C. Heda, M. | Member |
| 3. Shri Sham Lal Sharaf, M.P. | Member |
| 4. Shri D. P. Goenka | Member |
| Industrialist | |
| 5. Shri Ajit Mozoomdar, Joint Secretary | Member |
| Deptt. of Coordination, Ministry of Finance. | |
| 6. Shri P. D. Kasbekar, | Member |
| Chief Controller, Imports and Exports. | |
| 7. Shri K. M. Mirani, | Secretary |
| Deputy Secretary, ARC. | |

Shri Bharat Ram, of the Delhi Cloth Mills and Shri V. K. Ramaswami, Economic Adviser to the Government of India were appointed as members on 7th July, 1966.

The Team examined selected sectors of the economy and instruments of Government's control having strategic importance in the process of economic development.

It met in 12 sessions extending over 23 days. Its research staff carried out case studies on (i) the working of industrial licensing procedures; (ii) the Foreign Agreements Committee; (iii) the Capital Goods Committee; (iv) the Exchange Control Branch of the Reserve Bank; and (v) the Exchange Control Branch of the Department of Economic Affairs, Ministry of Finance. Studies were also conducted through the National Council of Applied Economic Research into the working of the Industrial Development Bank of India, Industrial Finance Corporation of India and the Export Credit and Guarantee Corporation. A large number of organisations, Chambers of Commerce, etc., furnished their views and suggestions. Discussions were held with a number of persons, experienced in economic administration in Government as well as outside it.

The Study Team submitted its report on April 15, 1967.

3. Machinery for Planning

This Study Team was set up on May 16, 1966 and consisted of :—

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| 1. Shri R. R. Morarka, | Chairman |
| Member of Parliament. | |
| 2. Smt. Sharda Mukherjee, | Member |
| Member of Parliament. | |
| 3. Shri Chandra Shekhar, | Member |
| Member of Parliament. | |
| 4. Shri E. P. W. da Costa, | Member |
| Managing Director, Indian Institute of Public
Opinion Ltd. | |
| 5. Shri S. R. Sen, | Member |
| Additional Secretary, Planning Commission. | |
| 6. Shri M. R. Yardi, | Member |
| Adviser, Planning Commission. | |
| 7. Dr. H. K. Paranjape, | Member-Director |
| Professor of Economic Administration and Project
Director, Indian Institute of Public Administration. | |
| 8. Shri N. S. Gidwani, | Liaison Officer |
| Deputy Secretary, ARC. | |

The Study Team was asked to examine “the planning organisation and procedures at the Centre and in the States, and relationship of the Planning Commission at the Centre and the planning agencies in the States and with other agencies.” It worked in the premises of the Indian Institute of Public Administration (IIPA) and utilised the Institute’s staff. The States furnished essential data pertaining to their plans. The Team visited Maharashtra, Bihar, Tamil Nadu, Andhra Pradesh, Rajasthan and Himachal Pradesh between August and December 1967. It had the benefit of the views of seven Chief Ministers. It held discussions with the officials of the Planning Commission, Central Ministries and State Governments and some non-officials including industrialists. As desired by the Commission, the interim report of the Team dealing with the reorganisation of the Planning Commission and the overall planning set-up in the country was submitted on 30th March, 1967.

The final report was submitted on December 8, 1967.

4. Centre-State Relationships

The Study Team was set up on May 17, 1966 and consisted of :—

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| 1. Shri M. C. Setalvad, | Chairman |
| Member of Parliament. | |
| 2. Shri M. Bhaktavatsalam, | Member |
| Chief Minister, Tamil Nadu. | |
| 3. Shri Hitendra Desai, | Member |
| Chief Minister, Gujarat. | |

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| 4. Smt. Tarakeshwari Sinha,
Member of Parliament. | Member |
| 5. Dr. C. S. Sharma,
Director, Indian Law Institute. | Member |
| 6. Shri P. C. Mathew,
Secretary, Department of Labour and Employment. | Member |
| 7. Shri R. Gupta,
Adviser to the Chief Minister and ex-officio Additional Chief Secretary, West Bengal. | Member |
| 8. Shri N. K. Mukarji,
Joint Secretary, Department of Administrative Reforms. | Member and
Director of
Studies. |

Shri Hitendra Desai resigned his membership of the Study Team on the ground that he could not devote the required time to its work.

The Team was asked to examine centre-state relationships in the realm of planning and development with particular reference to the growth of Central agencies handling Concurrent and State List subjects; and in other spheres, with particular reference to the needs of national integration and of maintaining efficient standards of administration throughout the country. The Team also examined various aspects of financial relationship.

The requisite data was collected and analysed by the research staff of the Department of Administrative Reforms. Background papers were prepared and discussed in 18 meetings with groups of selected officers of the Union and State Governments. Discussions were held with sixtyfive eminent men and their views obtained. The Team met eight times and submitted its report on 9th October, 1967.

5. Scientific Departments

The Study Team on Scientific Departments was set up on May 19, 1966 and consisted of :—

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| 1. Prof. M. S. Thacker,
Member, Planning Commission, New Delhi. | Chairman |
| 2. Dr. Atma Ram,
Director General, Council of Scientific & Industrial Research, New Delhi. | Member |
| 3. Dr. S. Bhagavantam,
Scientific Adviser to the Minister of Defence, New Delhi. | Member |
| 4. Dr. Vikram A. Sarabhai,
Chairman, Atomic Energy Commission, Bombay. | Member |
| 5. Shri H. N. Sethna,
Director, Bhabha Atomic Research Centre, Bombay. | Member |
| 6. Shri Rajendra Pal Singh,
Under Secretary, Administrative Reforms Commission. | Secretary |

Shri Arvind N. Mafatlal, Industrialist, Prof. M. G. K. Menon, Director of Tata Institute of Fundamental Research, Dr. M. S. Swaminathan, Director of Indian Agricultural Research Institute, and Dr. K. L. Wig, Director of All India Institute of Medical Sciences, Delhi, were appointed Members on June 16, 1966. Shri K. P. Mathrani, Secretary, Ministry of Irrigation & Power, became a member on 26th June, 1966.

The Study Team was asked to examine the organisation and administration of Scientific Departments, research institutions and laboratories. At the request of the Study Team, four Expert Groups were formed to assist in the examination of "isolated" scientific institutions under the various Ministries.

Part I of the Study Team's report covering the five major scientific departments/organisations was submitted on 28th March, 1968. Shri D. K. Kunte, M.P. was appointed as Chairman on 31st July, 1968, *vice* Prof. Thacker who resigned. Shri Kunte suggested that the Study Team's report (Part I) should be made more comprehensive. The Chairman of the Administrative Reforms Commission agreed to the suggestion.

The Study Team subsequently held ten meetings over a period of 17 months. Shri Kunte submitted the Report on January 3, 1970.

6. Public Sector Undertakings

The Study Team was set up on May 20, 1966, and consisted of :—

1. Shri Ravindra Varma	} Members of Parliament	Chairman
2. Shri P. R. Ramakrishnan		Member
3. Shri P. Venkatasubbiah		Member
4. Shri Kripal Singh, Chairman, Railway Board.		Member
5. Shri R. C. Dutt, Secretary, Department of Revenue & Insurance, Ministry of Finance and Director-General, Bureau of Public Enterprises.		Member
6. Maj. Gen. Sardanand Singh (Retd.), Director Incharge Gujarat Refinery, Koyali.		Member
7. Shri P. L. Tandon, Chairman, Hindustan Lever Limited, Bombay.		Member
8. Shri S. T. Raja, Managing Director, National Coal Development Corporation, Ranchi.		Member
9. Shri Naresh Chandra, Deputy Secretary, A.R.C.		Secretary

The Team met the Chairmen or Managing Directors and senior finance officers of four important public undertakings in June, 1966. This was followed by discussions with the Secretaries of three key Ministries concerned with the public undertakings, and also with the officers of the

Comptroller and Auditor General who dealt with the audit of public undertakings.

The Team issued questionnaires and took the evidence of management personnel in the public enterprises. Working papers were prepared by the staff of the Study Team. The staff of the management division of COPP and of the IIPA also gave papers. It held 40 meetings and visited 11 projects. The report was submitted on June 10, 1967.

7. Financial Administration

The Study Team on Budgetary Reform, System of Expenditure Control and Procedures governing Financial Relations between the Centre and the States was set up on May 28, 1966 and consisted of :—

- | | |
|--|-----------|
| 1. Shri B. Venkatappiah, | Chairman |
| Deputy Governor of the Reserve Bank. | |
| 2. Shri N. N. Wanchoo, | Member |
| Secretary, Ministry of Iron & Steel, New Delhi. | |
| 3. Shri P. L. Tandon, | Member |
| Chairman, Hindustan Levers, Bombay. | |
| 4. Shri G. L. Bansal, | Member |
| Secretary General, Federation of Indian Chambers
of Commerce & Industry, New Delhi. | |
| 5. Shri J. C. Luther, | Secretary |
| Deputy Secretary, ARC. | |

Shri N. S. Pandey, Joint Secretary, ARC and Dr. D. T. Lakdawala, Head of the Department of Economics, Bombay University were appointed as Members on 20th June, 1966 and 1st October, 1966.

The Team held discussions with the Secretaries of the economic ministries of the Government of India and with other senior officers of the Central and State Governments. It constituted two working groups on "Performance Budgeting" and "State Finances and Centre-State Financial Relationships" with Shri N. S. Pandey and Dr. D. T. Lakdawala as the respective Convenors. A research team of the Indian Institute of Management, Ahmedabad, also prepared a paper on the application of the principles of performance budgeting to one case.

The Team submitted its report on May 27, 1967.

8. Accounts and Audit

The Study Team was set up on May 28, 1966 and consisted of :—

- | | |
|--|----------|
| 1. Shri S. Ratnam, | Chairman |
| former Secretary, Finance Ministry, New Delhi. | |
| 2. Shri M. A. Chidambaram, | Member |
| Industrialist, Madras. | |
| 3. Shri G. Basu, | Member |
| Chartered Accountant, Calcutta. | |

- | | |
|--|-----------|
| 4. Shri A. K. Mukherji,
Addl. Deputy Comptroller & Auditor General,
New Delhi. | Member |
| 5. Shri N. S. Pandey,
Joint Secretary, ARC. | Member |
| 6. Shri J. C. Luther
Deputy Secretary, ARC. | Secretary |

A questionnaire was issued to persons and institutions with special knowledge and experience of audit and accounts. Twenty three replies were received. The report was submitted on 18th September, 1967.

9. Promotion Policies, Conduct Rules, Discipline and Morale.

This Study Team was set up on June 16, 1966, and consisted of :—

- | | |
|--|-----------|
| 1. Shri K. N. Nagarkatti, ICS (Retd.),
Industrialist, Bangalore. | Chairman |
| 2. Shri R. S. Khandekar,
Member of Parliament. | Member |
| 3. Shri R. S. Gae,
Secretary, Department of Legal Affairs, Ministry
of Law, New Delhi. | Member |
| 4. Shri R. L. Gupta,
Principal, Administrative Staff College, Hyderabad. | Member |
| 5. Dr. M. S. Patel,
Consulting Chemical Engineer, Bombay. | Member |
| 6. Shri N. Chidambaram,
Deputy Secretary, ARC. | Secretary |

Shri Dharam Yash Dev, Journalist was appointed as Member on 7th July, 1966. Shri R. L. Gupta resigned in January, 1967.

The Study Team was directed to make inquiries into the field of personnel administration covering Promotion policies, Incentives, Policies and Rules governing conduct and discipline to ensure efficiency, honesty and maintenance of morale. The Team met at Delhi, Hyderabad, Bangalore, Bombay & Trivandrum. Information was collected from State Governments and Central Ministries. Some of the academic staff of the Indian Institute of Public Administration and the National Council of Educational Research and Training were consulted. Some papers were prepared for the use of the Team by Dr. S. C. Seth of the ARC. The report was submitted on 13th December, 1967.

10. Recruitment, Selection, UPSC/State PSCs and Training

This Study Team was set up on 17th June, 1966, and consisted of :—

- | | |
|---|----------|
| 1. Lt. General S.P.P. Thorat (Retd.),
Bombay. | Chairman |
| 2. Shri V. G. Rajadhyaksha,
Director, Hindustan Lever Ltd. | Member |

- | | |
|--|-----------|
| 3. Shri A. V. Rao, | Member |
| Vice-Chancellor, University of Lucknow, Lucknow. | |
| 4. Shri M. D. Misra, | Member |
| Member of Parliament, Harda. | |
| 5. Shri A. V. Seshanna, | Secretary |
| Deputy Secretary, ARC. | |

Shri S. H. Zaheer, ICS (Retd.), Retd. Member of UPSC and Shri P. K. Dave, Joint Secretary, Ministry of Home Affairs, were appointed as Members on June 24, 1966.

The Team held 12 meetings out of which 9 were at Delhi and one each at Nagpur, Hyderabad and Bombay. It sent out two questionnaires, on recruitment and on public service commissions. Thirty seven persons comprising Vice-Chancellors of Universities, professors of public administration, chairmen and members of the UPSC and of State Public Service Commissions, Secretaries to the Union Government, heads of training institutions, and senior civil servants. The Team also visited civil service training institutions gave written or oral evidence. The secretariat of the team prepared eight background papers on the existing practices both in India and in foreign countries, on matters such as quality of recruitment, method of recruitment, the status of recruiting agencies, training practices, facilities for training, etc. The report was submitted on June 15, 1967.

11. Personnel Planning, staffing of public sector undertakings, and personnel management

This Study Team was set up on June 23, 1966 and consisted of :—

- | | |
|--|-----------|
| 1. Shri R. K. Patil, | Chairman |
| Ex-Minister, Madhya Pradesh. | |
| 2. Shri K. S. Basu, | Member |
| President, All-India Management Association,
New Delhi. | |
| 3. Shri M. K. Mathulla, | Member |
| Chairman, Hindustan Machine Tools. | |
| 4. Shri K. R. K. Menon, | Member |
| formerly Secretary, Ministry of Finance, New Delhi. | |
| 5. Shri M. S. Rao, | Member |
| Chairman, Hindustan Steel, Ltd., Ranchi. | |
| 6. Dr. B. D. Sharma, | Secretary |
| Deputy Secretary, ARC. | |

Shri G. Jagatpathy, Joint Secretary, Ministry of Home Affairs was appointed a member on 10th August, 1966.

The staff of the Study Team collected background data and conducted some studies. Questionnaires were also issued. The Team received memoranda from 125 individuals, organisations and service associations. The Union Ministries and public undertakings gave much useful material and information. The Team had discussions with State Government officials in Maharashtra and Bihar, and with Members of the Zila Parishad

in Thana (Maharashtra). Managerial personnel of public enterprises were also met at Ranchi.

The report was submitted on August 16, 1967.

12. Redress of Citizens' Grievances

This Study Team was set up on June 25, 1966, and consisted of :—

- | | |
|---|----------|
| 1. Shri C. C. Chaudhuri, | Chairman |
| Director in charge of Research, Indian Law Institute, Calcutta. | |
| 2. Shri Devaprosad Chaudhry, | Member |
| Advocate, Calcutta. | |
| 3. Shri Asit Kumar Bose, | Member |
| Advocate, Calcutta. | |
| 4. Shri P. C. Ghosh, Advocate, | Member |
| Calcutta. | |

The Study Team was asked to examine the problem of redress of citizens' grievances with reference to (a) the adequacy of the existing arrangements for the purpose and (b) the need for the introduction of any new machinery or special institutions for the redress of grievances. The report was submitted on 31st August, 1966.

13. District Administration

This Study Team was set up on July 17, 1966, and consisted of :—

- | | |
|---|-----------|
| 1. Shri Takhat Mal Jain, | Chairman |
| Member of Legislative Assembly, Madhya Pradesh | |
| 2. Shri Bhagawat Sinha Mehta, | Member |
| Chief Secretary, Government of Rajasthan, Jaipur. | |
| 3. Shri Govardhanbhai S. Patel, | Member |
| President, Zilla Panchayat, Nadiad, Khaira District, Gujarat. | |
| 4. Shri Brijraj Narain, | Member |
| Ex-President, Board of Revenue, Madhya Pradesh. | |
| 5. Shri R. N. Chopra, | Secretary |
| Deputy Secretary, ARC. | |

Shri Raghunath Singh, M.P., Secretary, Congress Party in Parliament was appointed as member on July 23, 1966.

The Study Team was asked to examine the size of the Districts, the relationship of the Collector with Panchayati Raj institutions, and departmental heads, and the role of the Collector in general and development administration.

These issues as well as the subject of agriculture, for which a separate Study Team was set up were State subjects. Before these two Study Teams were appointed it had been agreed that working groups would be

set up in each State and in some Union Territories to assist both the Study Teams. This was necessary since there was considerable variation in the systems and conditions prevailing in the different States. Accordingly, Shri K. Hanumanthaiya, then a Member of the Commission, wrote to the Chief Ministers requesting them to constitute such working groups in their States. Working Groups consisting of a Minister or ex-Minister as Leader and 8 other members from among MPs, MLAs and senior officers from the Departments of agriculture, irrigation and cooperation, were formed in all the States except Assam, Himachal Pradesh, Tripura and Haryana. The Team visited the States of Maharashtra and Gujarat and had discussions with the office-bearers of panchayati institutions, officers of the State Government concerned with district administration and some Ministers. Its research staff prepared background papers on various aspects of district administration and local government in India and abroad. Dr. S. L. Chopra of the University of Lucknow and Dr. Avasthi of the University of Saugar made special studies of the problem of redressing public grievances in two districts.

The report was submitted on February 28, 1967.

14. Agricultural Administration

This Study Team was set up on July 17, 1966, and consisted of :—

- | | |
|--|----------|
| 1. Shri H. M. Channabasappa,
Ex-Minister, Mysore State. | Chairman |
| 2. Shri V. Ramiah,
Ex-Minister for Agriculture, Madras. | Member |
| 3. Shri Charan Singh,
Chief Minister, U.P. | Member |
| 4. Capt. Rattan Singh,
Member of Legislative Assembly, Chandigarh. | Member |
| 5. Dr. K. C. Naik,
Vice-Chancellor, Agricultural University, Bangalore. | Member |
| 6. Shri T. A. Pai,
Managing Director, Syndicate Bank Ltd., Manipal. | Member |

Shri R. N. Chopra, Deputy Secretary, ARC, and subsequently, Shri Rudramurthy, Joint Director, Department of Agriculture, Government of Mysore, served as the Secretary.

The Chairman of the Team visited the States of Andhra Pradesh, Maharashtra, Tamil Nadu, Mysore, Uttar Pradesh, Punjab, Rajasthan, Gujarat, Himachal Pradesh and Delhi to make a local study of the problems and to hold discussions with the representatives of the interests involved in agricultural production. One of the members of the Team joined the Chairman during his visit to Punjab. The Team made use of the reports of the Working Group already described under the Study Team

on District Administration. It held 12 meetings spread over 28 days. 46 background papers and 27 working papers were prepared and put up for consideration of the members. Shri Satchidananda, Private Secretary to the Chairman, ARC assisted the Team in finalising its report.

The Team submitted its report on September 2, 1967.

15. Administrative Tribunals

The Study Team on Administrative Tribunals was appointed on 16th July, 1966 and consisted of :—

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|--|-----------|
| 1. Shri S. C. Lahiri,
Retired Chief Justice of West Bengal, Calcutta. | Chairman |
| 2. Shri Gouri Mitter,
Barrister-at-law, Calcutta. | Member |
| 3. Shri Subrata Roy Chodhury,
Barrister-at-law, Calcutta. | Member |
| 4. Shri Sabyasachi Mukherji,
Barrister-at-law, Calcutta. | Member |
| 5. Shri Nirmal Dasgupta,
Advocate, Calcutta. | Member |
| 6. Shri N. G. Sen,
Deputy Secretary, ARC. | Secretary |

Shri N. A. Palkhivala, Barrister, Bombay and Shri M. S. Krishnamoorthy Shastri, Advocate, New Delhi, were appointed as members on 26th July, 1966.

The Study Team visited seven States—Gujarat, Maharashtra, Andhra Pradesh, Tamil Nadu, Kerala, West Bengal and Delhi. It took the evidence of a large number of officials, some chambers of commerce, and gazetted, and non-gazetted officers' associations. It also received memoranda from chambers of commerce and written opinions from some State Governments, senior officials, Public Service Commissions, and gazetted and non-gazetted officers' associations. Three questionnaires were issued on the Land Acquisition, Motor Vehicles, and Insurance Acts. Seventy witnesses were examined.

Part I of its Report was submitted on March 28, 1967. Part II of Report relating to the Land Acquisition, Insurance, Motor Vehicles Acts, was submitted on 6th August, 1968.

16. State Level Administration

The Study Team on State Level Administration was set up on July 23, 1966, and consisted of :—

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|--|----------|
| 1. Shri K. Hanumanthaiya,
Member, ARC. | Chairman |
| 2. Shri D. P. Misra,
Chief Minister, Madhya Pradesh. | Member |
| 3. Shri M. Bhaktavatsalam,
Chief Minister, Tamil Nadu | Member |

- | | |
|---|--------|
| 4. Shri V. P. Naik,
Chief Minister, Maharashtra. | Member |
| 5. Shri Tarlok Singh,
Member, Planning Commission. | Member |
| 6. Dr. J. N. Khosla,
Director, IIPA. | Member |

Shri Charan Singh, Chief Minister, U.P., and Shri H. M. Channabasappa, MLA, Mysore were appointed members on 6th January, 1968. With the appointment of Shri K. Hanumanthaiya as Chairman of the Administrative Reforms Commission on 17th March, 1967 Shri H. M. Channabasappa was nominated to be in the charge of the Teams' work. Shri R. N. Chopra, Deputy Secretary, ARC, was appointed as Secretary of the Team. Later Shri M. D. Ahooja, Secretary of the Board of Direct Taxes, functioned as Secretary in the place of Shri Chopra. In the final stages of its work Shri N. Chidambaram, Deputy Secretary, ARC functioned as Secretary of the Team. Shri Satchidananda, Private Secretary to the Chairman, ARC, was also associated and he assisted in finalising the report of the Team. The Team had discussions with prominent persons in the administration and in public life. It held 23 meetings and submitted its report on 25th October, 1968.

17. Relations between the Press and the Administration

The Study Team on the Relations between the Press and the Administration was set up on August 19, 1966, and consisted of :—

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|---|-----------|
| 1. Shri K. Santhanam,
former Lt. Governor of Vindhya Pradesh. | Chairman |
| 2. Shri A. D. Mani,
Member of Parliament. | Member |
| 3. Shri A. C. Banerjee,
President, Indian Federation of Working Journalists, Calcutta. | Member |
| 4. Shri K. Narendra,
Editor the Daily Pratap, New Delhi. | Member |
| 5. Shri Binod Rao,
Editor, Indian Express, Bombay. | Member |
| 6. Dr. A. R. Baji,
Director of Public Relations, Press Information Bureau, New Delhi. | Secretary |

Shri G. Trivedi, Director, Research and Reference Division, Ministry of Information & Broadcasting, was appointed as Secretary on 9th December, 1966. Dr. A. R. Baji became Adviser to the Team.

The Team prepared a list of major issues and elicited views on it from the concerned departments of Government at the Centre and in the States, editors, journalists and news agencies. It visited several places in the country

and took the evidence of seventy persons. Its report was submitted on 3rd March 1967.

18. Defence Matters

This Study Team was set up on November 15, 1966, and consisted of :—

- | | |
|--|-----------|
| 1. Shri Ali Yavar Jung, | Chairman |
| Vice-Chancellor, Aligarh Muslim University, Aligarh. | |
| 2. Smt. Sharda Mukherjee, | Member |
| Member of Parliament, New Delhi. | |
| 3. Shri S. R. Rane, | Member |
| Member of Parliament, New Delhi. | |
| 4. Gen. S. M. Shrinagesh (Retd) | Member |
| 5. Dr. Nagendra Singh, | Member |
| Secretary of Transport & Aviation, Department of Transport & Shipping. | |
| 6. Shri A. N. Biswas, | Secretary |
| Deputy Secretary, Department of Administrative Reforms | |
| 7. Dr. J. P. Chawla, | Adviser |
| Director, Dte of Technical Development & Production (Air). | |

The Study Team was asked to study the administrative problems relating to the Defence Ministry and its relations with the Services Headquarters, ordnance factories and other undertakings manufacturing defence stores and equipment, the question of dependence on foreign imports and import substitution, supply depots, defence research and development and military lands and cantonments. It was assisted by a Working Group on Defence Production Matters.

The Team visited production centres, supply depots and cantonment areas, and took the evidence of the concerned senior civil and military officers, and scientific officers. The Planning Commission and the all-India Manufacturers Association were also consulted. Discussions were held with the three Chiefs of Staff. The Chairman had two meetings with the Defence Minister.

The first part of the report on Defence Matters was submitted on January 29, 1968. With the departure of Shri Ali Yavar Jung as Ambassador to the U.S.A. the Team was reconstituted on 6th August, 1968, with the following :—

- | | | |
|----------------------------------|-------------------------|----------|
| 1. Shri S. N. Mishra, | } Members of Parliament | Chairman |
| 2. Prof. Balraj Madhok | | Member |
| 3. Shri S. R. Rane | | Member |
| 4. Smt. Sharda Mukherjee | | Member |
| 5. Lt. Gen. S.P.P. Thorat (Retd) | | Member |

- | | |
|--|-----------|
| 6. Dr. Nagendra Singh,
Secretary to the President. | Member |
| 7. Shri K. R. K. Menon,
Dy. Planning Officer, Directorate of Planning and
Coordination, Ministry of Defence. | Secretary |
| 8. Dr. J. P. Chawla | Adviser |

Shri Nath Pai, M.P., was appointed member on 13th November, 1968 *vice* Smt. Sharda Mukherjee, M.P., who resigned.

The Team held 29 meetings, took the evidence of 41 persons, including civil and military officials, serving and retired, and visited important defence establishments and cantonments at twenty-two places. It took the evidence of the three Chiefs of Staff and had the benefit of the views of the Defence Minister.

The Team submitted its report on 25th June 1970.

19. Railways

This Study Team was set up on September 21, 1967, and consisted of :—

- | | |
|--|-------------------|
| 1. Dr. H. N. Kunzru,
former Member of Parliament. | Chairman |
| 2. Shri P. C. Bhattacharyya,
Retired Governor of the Reserve Bank of India. | Member |
| 3. Shri G. Pande,
Retired Chairman, Railway Board. | Member |
| 4. Shri K. B. Mathur,
Retired Chairman, Railway Board. | Member |
| 5. Shri P. L. Tandon,
Chairman, The Hindustan Lever Ltd. | Member |
| 6. Shri P. C. Mathew,
Secretary, Railway Board | Member-Secretary. |

On his transfer, Shri P. C. Mathew was replaced by Shri G. P. Warriar, Addl. Member (Works) in the Railway Board on December 18, 1967.

The Study Team was asked to examine the administrative and financial arrangements of the Indian Railways with a view to building an administratively efficient and financially sound system that will provide adequate and economical rail transport to the country.

The Team took the evidence of the General Managers and principal officers of Zonal Railways and production centres, the National Federation of Railwaymen, the All-India Railway Workers Federation and Chambers of Commerce and Industry. It had the benefit of the views of officers of the Audit and Accounts Department and the Ministry of Works, Housing and

Supply. It visited the main marshalling yards, major ports, the Indian Telephone Industries etc.

Its report was submitted on November 26, 1968.

20. Union Territories Administration

This Study Team was set up on June 16, 1967 and consisted of :—

- | | |
|--|------------------|
| 1. Shri R. R. Morarka, | Chairman |
| Industrialist and former Member of Parliament. | |
| 2. Shri Triloki Singh, | Member |
| Member of Parliament. | |
| 3. Shri M. N. Naghnoor, | Member |
| Member of Parliament. | |
| 4. Shri L. C. Jain, | Member |
| General Secretary, Indian Co-operative Union, New Delhi. | |
| 5. Shri A. D. Pandey, | Member |
| Joint Secretary, Ministry of Home Affairs, New Delhi. | |
| 6. Shri D. J. Madan, | Member |
| Joint Secretary, Ministry of Finance, New Delhi. | |
| 7. Shri Naresh Chandra, | Secretary |
| Dy. Secretary, ARC. | |
| 8. Shri R. K. Chatterjee ARC. | Joint-Secretary. |

Shri Triloki Singh resigned from the Team on 20th May, 1968. Shri R. N. Chopra, Deputy Secretary, A.R.C. replaced Shri Naresh Chandra as Secretary on 28th July, 1967.

The Study Team was asked to examine the administrative structure of the Union Territories including Delhi and the relations between the territorial administration and the Government of India. In consultation with the Ministry of Home Affairs the Team was asked to go into financial details such as the estimation of revenue receipts in the Union Territories, prospects of increasing their revenues, the principles that should govern central financial assistance etc. The administration of North East Frontier Agency was also included in the enquiry.

The Team had the benefit of the views of the Union Home Minister, some Chief Ministers and Ministers. It took the evidence of 387 persons—48 individually and 339 in small groups. These comprised Members of Parliament, Members of State and Territorial Legislatures, senior officers of the Home Ministry, and other officials and non-officials. A questionnaire was also issued.

The Team held 54 meetings and submitted its report on 16th September, 1968.

THE THIRTEEN WORKING GROUPS--SALIENT FEATURES

1. Police Administration

The Working Group on Police Administration was constituted by the Commission on December 27th, 1966, with the following :—

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|--|------------------|
| 1. Shri S. Balakrishna Shetty,
Addl. Director, Central Bureau of Investigation. | Convenor |
| 2. Shri B. B. Misra,
I.G. of Police, Delhi. | Member |
| 3. Shri V. P. Nair,
Special Inspector General of Police, Central Reserve Police, New Delhi. | Member |
| 4. Shri A. Gupta,
Deputy Inspector General of Police (CID) Uttar Pradesh, Lucknow. | Member |
| 5. Shri G. K. Kasture,
Asstt. Director, National Police Academy, Mount Abu. | Member-Secretary |

The Group was asked to consider the detailed working of the Police administration. It took evidence from lawyers, police officers of the States and of the Central Bureau of Investigation. It had the benefit of the views of judges, forensic experts, and senior administrative officers. The Group made a study of the reports of committees of the Inspectors General of Police on "student unrest" and of seminars on "juvenile delinquency and crime prevention". It made use of the research papers produced by the National Police Academy, Abu, and reports of the various State Police Commissions. Its report was submitted on August 11, 1967.

2. Railways

This Working Group was appointed on January 31, 1967 with the following :—

- | | |
|--|-----------|
| 1. Shri M. A. Qadeer,
Addl. Member (Staff), Railway Board. | Convenor |
| 2. Shri R. Gopalakrishnan,
Addl. Member (Commercial) Railway Board. | Member |
| 3. Shri P. Sahai,
General Manager, Northern Railway. | Member |
| 4. Shri V. Ramanathan,
Joint Director, Railway Board. | Secretary |

The Group submitted its report in May, 1967. The Commission desired to make a more comprehensive survey and accordingly a Study Team on Railways was constituted as mentioned in the previous chapter.

3. Medical and Health Administration

The Working Group was appointed in September, 1966 with the following :—

- | | |
|---|---------------------------------------|
| 1. Lt. General D. N. Chakravarty,
Director, M/s Deys Medical Stores Mfg. Co. Ltd.
Calcutta. | Convenor |
| 2. Dr. L. P. Agarwal,
Professor of Ophthalmology, All India Institute of
Medical Sciences, New Delhi. | Member |
| 3. Dr. Banwari Lal,
Director of Health Services, Railway Board. | Member |
| 4. Shri Krishna Bihari,
Deputy Secretary to the Government of India, (Later Member-
Ministry of Health and Family Planning. | Secretary
(Later Member-Secretary) |

The Group was asked to study problems connected with control and eradication of major diseases, medical relief and family planning in urban and rural areas, the drug industry, public health and medical education, research, and personnel matters.

The Group issued a questionnaire. A number of memoranda were also received from the Ministry of Health and Family Planning, Government of India and various other organisations and individuals. The report was submitted to the Commission on 22nd June, 1970.

4. Cooperation

The Working Group on Cooperation was constituted on July 14th, 1967 with the following :

- | | |
|---|-----------|
| 1. Shri Brahm Prakash, M.P.
General Secretary, National Cooperative Union
of India. | Chairman |
| 2. Shri R. N. Mirdha, M.P.,
formerly speaker Rajasthan Assembly. | Member |
| 3. Shri S. D. Mishra,
former Dy. Minister, Union Government. | Member |
| 4. Shri A. G. Bandopadhyay,
Joint Secretary, Deptt. of Cooperation. | Member |
| 5. Shri K. S. Chandrasekharan,
Commissioner, Cooperation, Government of India. | Secretary |

The Group was asked to assess the working of the cooperative movement, and the success of the steps taken to make it self-reliant financially and administratively and to examine the administrative set-up in the State and Central Governments relating to cooperation.

A questionnaire was issued. The views of the Chief Ministers and other Ministers of State Governments concerned with cooperative development, the Governor of the Reserve Bank of India, the Chairman of the State Bank of India, the Food Corporation of India, the Industrial Finance

Corporation, etc., and prominent non-official co-operators and leaders of political parties were obtained. The Group visited Bombay, Madras and Trivandrum and held discussions with officials and non-officials connected with cooperation.

Its report was submitted on June 6, 1968.

5. Defence Production

This Working Group was appointed on October 9, 1967 to assist the Study Team on Defence Matters and consisted of :—

- | | |
|---|-----------|
| 1. Shri Ravindra Varma,
former Member of Parliament. | Chairman |
| 2. Shri S. Moolgaokar,
Director, Telco, Bombay. | Member |
| 3. Shri Kirpal Singh,
(Retd.) Chairman, Railway Board. | Member |
| 4. Maj. Gen. Pratap Narain (Retd.)
Ex-Controller General of Defence Production. | Member |
| 5. Shri K. R. K. Menon,
Deputy Planning Officer, Directorate of Planning
and Coordination, Ministry of Defence. | Secretary |

The Group was asked to study the working of defence public undertakings, ordnance factories, supply depots and defence science research and development and the problems relating to import substitution. Its report was submitted on

6. Small Scale Sector

This Working Group was set up on July 31, 1967 with the following :

- | | |
|--|-----------|
| 1. Shri A. C. Guha,
Former Chairman of the Estimates Committee of
Parliament. | Chairman |
| 2. Shri A. G. Kulkarni,
Member of Parliament. | Member |
| 3. Dr. J. N. Thadani,
Industrialist, New Delhi. | Member |
| 4. Dr. P. C. Alexander,
Joint Secretary, Ministry of Commerce, Government
of India. | Member |
| 5. Shri K. L. Nanjappa,
Development Commissioner, Small Scale Industries,
Government of India. | Member |
| 6. Shri K. M. Mirani,
Deputy Secretary, ARC. | Member |
| 7. Shri D. B. Basu,
Dy. Director of Economic Investigation, DGSSI | Secretary |

The Group was asked to study the problems of the small scale sector in respect of their financing, supply of raw materials, and legislative protection, and also the role of the Central and State Governments and the Central Small Scale Industries Organization.

Evidence was taken from the Deputy Governor of the Reserve Bank of India, the Chairman, State Bank of India, the Chairman, National Small Industries Corporation, the Economic Adviser in the Ministry of Industrial Development and Company Affairs and the Chief Controller of Imports and Exports.

The Group held 7 meetings between August, 1967 and June, 1968. The office of the Development Commissioner, Small Scale Industries rendered secretarial assistance. The report was submitted on July 6, 1968.

7. Central Direct Taxes Administration

This Working Group was set up on 9th August 1967 with the following :—

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|---|-----------|
| 1. Shri Mahavir Tyagi
Former Union Minister of Rehabilitation. | Chairman |
| 2. Shri S. N. Dwivedi,
Member of Parliament. | Member |
| 3. Shri S. A. L. Narayana Row,
Chairman, Central Board of Direct Taxes. | Member |
| 4. Shri R. N. Jain,
Director of Inspection, (Income Tax Investigation)
New Delhi. | Member |
| 5. Shri V. Gaurishankar,
Director of Revenue Audit, Office of the Comptroller and Auditor General of India, New Delhi. | Secretary |

The enquiries of the Group related mainly to the Income-Tax Department. The Group received memoranda from many non-official bodies such as the Federation of Indian Chambers of Commerce, the Indian Merchants Chamber Bombay, the All-India Manufacturers' Association, the Bharat Chamber of Commerce, Calcutta, the Institute of Chartered Accountants, etc. It had the benefit of the views of eminent persons experienced in the administration of income-tax laws. Among them were Shri T. T. Krishnamachari, formerly Union Minister of Finance, Shri A. K. Roy, formerly Comptroller and Auditor General of India, Shri A. N. Shah, formerly President of the Income-Tax Appellate Tribunal, etc.

The Group submitted its report on 31st January, 1968.

8. Life Insurance Administration

This Working Group was set up on August 11, 1967 with the following :—

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| 1. Shri Tenneti Viswanatham,
Member of Parliament and former Minister, Andhra Pradesh. | Chairman |
| 2. Shri B. V. Narayana Reddy,
Retired General Manager, Bank of Mysore,
and sometime special officer in the Mysore,
Govt. Insurance Deptt. | Member |
| 3. Shri Randhir Singh Chaudhary,
Member of Parliament. | Member |
| 4. Shri B. K. Shah,
Managing Director, New India Insurance Co. Ltd.,
Bombay. | Member |
| 5. Shri S. S. Sharma,
Officer on Special Duty, ARC. | Secretary |

The Group was asked to examine the organization and working of the Life Insurance Corporation and suggest measures for improving its business and the quality of its service to the policy holders.

The Group issued a detailed questionnaire to the Life Insurance Corporation of India, a short questionnaire to the associations of the officers and the staff of the corporation and also to Members of Parliament and other important persons interested in life insurance administration. It took the evidence of the representatives of : (i) the Federation of LIC of India Class I Officers' Association; (ii) the National Federation of Insurance Field Workers of India; (iii) the Life Insurance Agents Federation of India; (iv) the All-India Insurance Employees Association; and (v) the management of the Life Insurance Corporation. It held 44 meetings and submitted the report on October 7, 1968.

9. Company Law Administration

This Working Group was set up on August 11, 1967 with the following :—

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| 1. Shri D. N. Mazumdar,
Director, India International Centre, New Delhi. | Chairman |
| 2. Shri Kali Mukherjee,
Former Member of the Company Law Advisory Commission. | Member |
| 3. Dr. R. K. Hazari,
Professor of Industrial Economics, University of Bombay. | Member |
| 4. Shri H. V. Venkataraman,
Chairman, Simpson Group of Companies, Madras. | Member |

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| 5. Shri H. P. Nanda,
President, Escorts Ltd., New Delhi. | Member |
| 6. Shri P. B. Menon,
Regional Director, Eastern Region, Company Law
Board, Calcutta. | Member |
| 7. Shri S. Venkataraman,
Director of Inspection and Investigation, Depart-
ment of Company Affairs, New Delhi. | Member-Secre-
tary |

The Group was asked to examine the administration of the Companies Act, the organisation of the Department of Company Affairs, and their adequacy in enforcing the provisions for dispersal of ownership and avoidance of concentration of economic power, securing managerial initiative, remuneration of managing agents etc.

55 prominent individuals including Members of Parliament gave their views and suggestions to the Working Group. Memoranda were also received from a number of leading trade associations like the Federation of Indian Chambers of Commerce and Industry the Associated Chambers of Commerce and Industry, the Shareholders' Associations, the Stock Exchanges, the Institute of Chartered Accountants of India, etc. The Group took the evidence of 60 persons representing a cross section of trade, industry, accountancy, solicitors and bankers.

Background papers were prepared by some members of the Working Group and the research staff of the Company Law Department. A few case studies were also undertaken.

The report was submitted on June 30, 1968.

10. Posts and Telegraphs

This Working Group was constituted on August 16, 1967 with the following :—

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|--|------------------------|
| 1. Shri Ram Kishan, M.P.
Ex-chief Minister, Punjab. | Chairman |
| 2. Shri S. M. Joshi,
Member of Parliament and Chairman, Samyukta
Socialist Party of India. | Member |
| 3. Shri N. R. M. Swamy,
Member of Parliament. | Member |
| 4. Shri M. Dayal,
Senior Member (Posts), P & T Board. | Member |
| 5. Shri S. K. Kanjilal,
Senior Member (Telecom operations), P&T
Board. | Member |
| 6. Shri L. K. Narayanswamy,
Member (Admn.), P&T Board. | Member-Secre-
tary. |

7. Shri A. V. Seshanna,
Deputy Secretary, ARC.

Joint Secretary

Senior Member (Posts) was to attend the meeting if the subject under consideration related to Postal branch. Senior Member (Telecom operations) was to attend the meeting if the subject under consideration related to Telecommunications branch.

The Group was asked to examine the administrative structure and the working procedures of the P&T Department and suggest measures to improve efficiency and bring about economy.

The Group took the evidence of representatives of the associations of the officers and of the staff and senior officials of the P&T as well as various other departments. It visited a number of installations such as P & T offices, telephone exchanges, workshops and the telephone and teleprinter factories. The Chairman of the Working Group addressed a personal letter to the Chief Ministers of all the States, M.P's. and Members of various advisory committees in the department seeking their advice. A letter was also sent to the Zila Parishads and the Panchayat Unions in the country calling for their suggestions, especially from the point of view of rural development. The Group held fiftyfour meetings.

The first part of the report was submitted on May 8, 1968 and the second part on January 21, 1970.

11. Developmental Control & Regulatory Organisations

This Working Group was set up on August 29, 1967, with the following:

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| 1. Shri Manubhai Shah,
Former Union Minister of Commerce. | Chairman |
| 2. Shri Tikaram Paliwal,
Member of Parliament. | Member |
| 3. Shri S. L. Kirloskar,
Industrialist. | Member |
| 4. Dr. B. N. Ganguli,
Vice-Chancellor, Delhi University. | Member |
| 5. Dr. B. D. Kalelkar,
Director-General, Technical Development. | Member |
| 6. Shri N. K. Mukarji,
Joint Secretary, Deptt. of Administrative Reforms. | Member-Secretary |

Shri K. M. Mirani, Deputy Secretary, ARC, was appointed on 15th September 1967 as Secretary of the Group, and Shri N. K. Mukarji continued as member. Shri R. N. Vasudeva, Chief Secretary to the Government of Mysore was appointed as a member on 19th September 1967.

The Group was asked to assess the effectiveness of regulatory offices like the Coal Controller, the Iron & Steel Controller, the Textile Commis-

sioner, examine measures for better coordination with the Director General of Technical Development, and suggest steps for building technical expertise into these organisations. The Group visited Calcutta and Bombay. At Calcutta the Group had discussions with the representatives of 35 organisations representing commerce, iron and steel engineering, mines and collieries, and jute machinery. At Bombay it had discussions with 16 associations representing textile, silk, synthetic fibres, piece goods and commerce and industry.

The Group presented the main report to the Commission on 28th March, 1968. It also submitted a supplementary report on Tariff Commission on 4th June, 1968.

12. Financial Rules

This Working Group was constituted on August 31, 1967 with the following :

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|---|----------|
| 1. Shri N. S. Pandey, | Convenor |
| Joint Secretary, ARC. | |
| 2. Shri K. R. Prabhu, | Member |
| Joint Secretary, Ministry of Home Affairs. | |
| 3. Shri P. K. Sen, | Member |
| Joint Secretary, Ministry of Works, Housing and Supply. | |
| 4. Shri J. C. Luther, | Member |
| Deputy Secretary, ARC. | |
| 5. Shri N. N. K. Nair, | Member |
| Deputy Secretary, Ministry of Finance. | |
| 6. Shri V. P. Mithal, | Member |
| Director, Secretariat Training School. | |
| 7. Shri P. V. Vasudevan, | Member |
| Deputy Director, Office of the Comptroller and Auditor General | |
| 8. Shri R. K. Rangan, | Member |
| Deputy Secretary, Ministry of Industry and Development and Company Affairs. | |

The Group was required to review the existing financial rules, regulations and manuals and make suggestions for their improvement, simplification and revision.

Discussion were held with the officers of the Ministry of Works, Housing and Supply, the C.P.W.D., the D.G.S. & D., the C.C.P. & S. and with the representatives of Government contractors. Twenty-eight persons gave evidence.

The report submitted on December 18, 1968, was in two volumes. Volume I contained the Report proper and Volume II, suggestions for change in the various financial rules.

13. Customs and Central Excise Administration

The Working Group was constituted on 20th December, 1967 with the following :—

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| 1. Shri R. M. Hajarnavis,
Member of Parliament. | Chairman |
| 2. Shri Charat Ram,
Delhi Cloth & General Mills, Delhi. | Member |
| 3. Shri B. N. Banerjee,
Special Secretary, Ministry of Commerce, New
Delhi | Member |
| 4. Shri S. K. Bhattacharji,
Member, Central Board of Excise and Customs. | Member |
| 5. Shri S. K. Srivastava,
Director, Revenue Intelligence, New Delhi. | Member |
| 6. Shri V. A. Rao,
Exchange Controller, Reserve Bank of India,
Bombay. | Member |
| 7. Shri M. Panchappa,
O.S.D., Department of Revenue. | Member-Secretary. |

On June 9, 1968, Shri D. K. Tembe, Exchange Controller, Reserve Bank of India, Bombay was appointed Member vice Shri V. A. Rao.

The Group was required to suggest measures for improving operational efficiency in the assessment, and collection of Customs Duties and Central Excise levies and the enforcement of Exchange Control Regulations.

41 organisations and 22 individuals sent suggestions or held discussions with the Group. It visited Ahmedabad, Anand, Bombay, Calcutta, and Madras to have a first hand knowledge of the actual working of the Department and to have discussions with the Customs, Central Excise and Reserve Bank officers, trade organisations and members of the public who have dealings with the department. The Group held thirtyfive meetings.

The report was submitted on October 26, 1968.

SPECIAL STUDIES AND A TASK FORCE

I Special Studies

State Working Groups on District Administration and Agricultural Administration

A Working Group was formed by each State and Union Territory except Assam, Himachal Pradesh, Tripura and Haryana to assist Commission's Study Teams on District Administration and Agricultural Administration. Reports were received from Gujarat, Kerala, Madras and West Bengal on District Administration and from Kerala, Madras, Madhya Pradesh, Maharashtra, Mysore, U.P. and Manipur on Agricultural Administration. Composition of the Working Groups set up in the various States is given below :

Andhra Pradesh

Leader—Dr. M. Chenna Reddy, Minister of Finance.

Members—Sarvashri K. Raghunatha Reddy, MP, K. V. Narayana Reddy, MLA, G. A. Narasimha Rao, Additional Secretary, PWD, C. N. Sastry, Registrar of Cooperative Societies, M. T. Raju, Forest Member, Board of Revenue; M. Nageswara Rao, Chairman, Zila Parishad, Guntur, Dr. T. V. Reddy, Director of Agriculture. *Member-Secretary*—Shri D. Ranga Ramanujam, Director, Bureau of Economics and Statistics.

Bihar

Leader—Shri S. N. Sinha, Minister, Agriculture.

Members—Sarvashri Bibhuti Mishra, M.P., Umashankar Prasad Varma, MLA; Ranchor Prasad, Development Commissioner; Karam Singh, Agricultural Production Commissioner, B. N. Chatterjee, Chief Engineer, Irrigation; R. D. Pandey, Registrar, Cooperative Societies; *Member Secretary*—Shri R. B. Lal, Director, Department of Statistics.

Gujarat

Leader—Shri Utsavbhai Parikh, Minister, Revenue, Agriculture and Industries.

Members—Sarvashri Mansinbhai P. Patel, M.P., Ganpatram Jethalal Trivedi, MLA, Jadavijibhai Modi, President, District Panchayat, Bhavnagar, R. M. Desai, Development Commissioner, A.S. Gill, Secretary, Revenue Department, H. M. Joshi, Registrar of Cooperative Societies, S. Ramakrishnan, Collector, Rajkot, N. K. Patel, Chief Engineer (Irrigation), Public Works Department, V. V. Divetia, Director of Bureau of Economics and Statistics.

Kerala

Leader—Shri R. Sankar, Ex-Chief Minister.

Members—Sarvashri K. G. Karunakara Menon, Ex-MLA, V. G. Sukumar, Chairman, Farmers' Forum, Zacharia Mathew, Registrar of

Co-operative Societies, T. P. Kuttiammu, Chief Engineer, General & Irrigation, M. Janardhanan Nair, Director of Agriculture, K. K. Raman Kutty, Commissioner for Agricultural Production and Rural Development, *Member-Secretary* Shri N. Gopalakrishnan Nair, Additional Director of Bureau of Economics and Statistics.

Madhya Pradesh

Leader—Shri Mishrilal Gangwal, Minister for Planning and Development.

Members—Sarvashri S. S. N. Mushran, MLA, T. S. Gill, Director of Agriculture (upto 30-12-66), P. S. Lamba, Director of Agriculture (after 30-12-66), K. L. Handa, Chief Engineer, Irrigation, R. P. Mishra, Registrar, Cooperative Societies, Devindra Nath, Secretary, Commerce & Industry Department, Prem Chand Kashyap, MLA, Ram Sahay Pandey, M.P., *Member-Secretary* Dr. K. B. L. Bhargava, Director, Economics and Statistics.

Madras

Leader—Shri V. Ramaiah, Minister for Food.

Members—Sarvashri P. Kakkan, Minister for Home, R. Krishnaswami Naidu, MLA, S. R. Kaiwar, First Member, Board of Revenue, K. V. Ramanathan, Director of Agriculture, V. R. S. Pandian, Chief Engineer, Irrigation, R. Pasupathi, Registrar, Cooperative Societies, G. D. Nandagopal, Director of Statistics, K. Diraviam, Director of Rural Development, Siva Kaminatha Pillai, Chairman, Srivilliputhur Municipality, J. Madhamraj, Chairman, Poonamalle Panchayat Union. *Member-Secretary* Shri K. P. Geetha Krishnan, Joint Secretary, High Power Committee for Economy and Administrative Reorganisation.

Maharashtra

Leader—Shri R. A. Patil, Minister for Revenue.

Members—Sarvashri Kisan Veer, MP, Ratnappa Kumbhar, MLA, P. S. Deshmukh, President, Zila Parishad, Thana, R. G. Salvi, Secretary, Rural Development Department, V. Subramaniam, Registrar of Cooperative Societies, N. V. Khursale, Chief Engineer, Irrigation, S. M. Vidwans, Director, Bureau of Economics and Statistics, Dr. A. U. Shaikh Secretary, Agriculture and Cooperation Department, *Member-Secretary* Shri M. P. Pande, Deputy Secretary, Revenue and Forests Department.

Mysore

Leader—Shri Mali Mariyappa, M.P.

Members—Smt. Basavarajeswari, MLA, Sarvashri H. V. Kujalgi, MP, P. N. Nada Gouda, M.L.C., G. V. K. Rao, Development Commissioner, C. A. Jamkhandimath, Registrar of Cooperative Societies, S. G. Balekundri, Chief Engineer (Minor Irrigation), M. A. Wali, Director of Statistics (till 10-8-66),

P. Padmanabha, Director of Statistics (from 11-8-66), Dr. H. R. Arakeri, Director of Agriculture, *Member-Secretary* Shri M. S. Gurushankariah.

Orissa

Leader—Shri Satyapriya Monhanty, Minister, Works, Transport, Education and Revenue.

Members—Raja Shri S. N. Bhoj Deo, MLA, Sarvashri Maheshwar Naik, MP, K. S. Chandrasekharan, Secretary, Agriculture Department, B. B. Rath, Registrar of Cooperative Societies, Madhap Pani, Additional Chief Engineer, Irrigation, Padma Charan Samantasinghar, Chairman, Zila Parishad, Puri, B. K. Mishra, Additional Secretary, Planning and Coordination Department and Additional Development Commissioner, Dr. Chakradhar Mishra, Director of Statistics. *Member-Secretary* Shri S. N. Sharma, Additional Secretary, Political and Services Department.

Punjab

Leader—Shri Brish Bhan, Minister for Health Medical Education and Local Government.

Ministers—Capt. Rattan Singh, Minister of State, Animal Husbandry, Irrigation and Power, Kanwar Lajinder Singh, Chairman, Zila Parishad, Ferozepur, Sarvashri H. B. Lall, Financial Commissioner, Revenue and Secretary Revenue Department, S. S. Grewal, Development Commissioner and Secretary, Development, Agriculture, Cooperation, Panchayats, etc. Jatindra Singh, Chief Engineer, Irrigation, R. S. Phoolka, Registrar, Cooperative Societies. *Member-Secretary* Shri J. S. Dhillon, Economic and Statistical Adviser.

Rajasthan

Leader—Shri Ram Prashad Laddha.

Members—Sarvashi Shiv Charan Mathur, MP, Keshri Singh, MLA, R. K. Chaturvedi, Chairman, Board of Revenue, R. D. Mathur, Development Commissioner, Ram Singh, Special Secretary, Niranjana Singh, Registrar, Cooperative Societies, K. L. Baraya, Additional Development Commissioner, Kishori Lal, Chief Engineer, Irrigation, T. C. Kala, Director of Agriculture, G. S. Rathore, Director of Animal Husbandry, K. K. Sehgal, Director of Economics and Statistics. *Member-Secretary* Shri L. C. Gupta, Officer on Special Duty, Administrative Reforms.

Uttar Pradesh

Leader—Shri Mohan Lal Gautam, Ex-Minister.

Members—Sarvashri Vishwanath Singh, MP, Shiv Raj Singh, MLA, Bhanu Pratap Singh, MLA, Udit Narain Pathak, Adhyaksh, Zila Parishad, Lucknow, S. K. Jain, Additional Chief Engineer, Irrigation Department, M. S. Haw, Joint Secretary, Cane & Cooperative Department, S. K. Bhatnagar, Joint Secretary, Food and Civil Supplies Department, M. A.

Quraishai, Commissioner and Secretary for Agricultural Production and Rural Development, M. R. Mahajan, Director of Animal Husbandry, Dr. R. R. Agrawal, Director of Agriculture, Dr. Dharam Pal Singh, Principal, Agriculture College, Kanpur. *Member-cum-Convenor* Shri Srinivosan Ramesh, Director, Economic Intelligence and Statistics. *Member-cum-Jt. Convenor* Shri Ram Krishna, Joint Director of Agriculture and Dy. Development Commissioner, (Agriculture).

West Bengal

Leader.—R. L. Sinha, Minister, Education Deptt.

Dy. Leader.—Shri Smarajit Bandopadhyaya, Minister of State for Agriculture and Community Development.

Members.—Sarvashri Bijesh Sen, MLA, Chairman, Zila Parishad, 24-Parganas, R. Ghosh, Commissioner for Agriculture and Community Development and Secretary, Agriculture and Community Development Department, G. D. Goswami, Secretary, Cooperation and Irrigation & Waterways Department, J. C. Sen Gupta, Secretary, Panchayat Cottage and Small Industries Deptt., R. N. Sen Gupta, Registrar, Cooperative Societies, K. D. Gupta, Director of Statistics, Food and Supplies Department, Dr. Manmohan Das, MP, Dr. Pratap Chandra Chunder, MLA. *Convenor* Shri A. K. Dutt, Joint Secretary, Home Department.

Manipur

Leader.—Shri S. Angou Singh, Development Minister.

Members.—Sarvashri S. Krishnamohan Singh, MP, Y. Yaima Singh, MLA, K. Vudayachalam, Principal Engineer, PWD, Harinder Singh, Director of Agriculture, K. Lamphel Singh, Registrar, Cooperative Societies, Virendra Prakash, Deputy Commissioner, Amar Sinha, Development Commissioner. *Member-Secretary* Shri Haridev Sharma, Statistical Officer.

Expert Groups

The details of the four Expert Groups set up to assist the Study Team on Scientific Deptts. are given below :—

(1) *Biological including Medical Sciences*

This Expert Group was appointed on March 2, 1967, and consisted of the following :—

(1) *Convenor.*—Col. B. L. Taneja, Director-General, Indian Council of Medical Research, New Delhi.

(2) *Members.*—Dr. B. K. Anand, Professor of Physiology, All India Institute of Medical Sciences, New Delhi; Dr. R. N. Chaudhary, Ex-Director, School of Tropical Medicine; Dr. M. L. Dhar, Director, Central Drug Research Institute; Dr. T. R. Govindachari, CIBA Research Centre, Bombay; Dr. S. C. Mehta, Director, Medical & Health Services, Rajasthan, Dr. M. J. Tirumalachar, Director, Hindustan Antibiotics, Dr. P. N. Wahi, Principal, Agra Medical College.

(2) *Earth Sciences*

This Expert Group was appointed on March 3, 1967 and consisted of the following :—

(1) *Convenor*.—Dr. L. S. Mathur, Director General, Indian Meteorological Department.

(2) *Members*.—Dr. M. S. Krishnan, Professor of Geology & Geophysics, Osmania University, Dr. A. G. Jhingran, Head of the Department of Geology, Delhi University; Col. K. L. Khosla, Deputy Surveyor General and Director, Geodetic & Research Branch, Survey of India; Dr. Hari Narain, Director, National Geophysical Research Institute; Dr. N. K. Panikar, Director, National Institute of Oceanography; Dr. A. K. Dey, Senior Specialist, Minerals, Planning Commission; and Dr. K. R. Ramanathan, Physical Research Laboratory, Ahmedabad.

(3) *Natural Resources (Agriculture, Flora and Fauna)*

This Expert Group was appointed on March 2, 1967, and consisted of the following :—

(1) *Convenor*.—Prof. B. R. Seshachar, Professor of Zoology, Delhi University.

(2) *Members*.—Dr. S. N. Dasgupta, Vice Chancellor, University of Kalyani; Dr. K. K. Iya, Deputy Director General, Animal Sciences, I.C.A.R.; Dr. H. Santapau, Director, Botanical Survey of India; Shri T. N. Srivastava, President, Forest Research Institute; and Dr. A. K. Dey, Specialist, Planning Commission.

(4) *Engineering Sciences including Materials (Production and Utilisation) Research*

This Expert Group was appointed on March 2, 1967 and consisted of the following :—

(1) *Convenor*.—Major Genl. Harkirat Singh, Adviser (Construction), Planning Commission.

(2) *Members*.—Shri C. B. Patel, Director, National Building Organization; Professor S. R. Mehra, Director, Central Road Research Institute; Dr. A. N. Ghosh, Director, General, Indian Standards Institution; Dr. B. D. Kalelkar, Director General, Directorate General of Technical Development; Dr. V. Ranganathan, Chief Scientist, Defence Research & Development Organisation; and Shri M. M. Suri, Director, Central Mechanical & Engineering Research Institute.

The Secretary of the main Study Team, Shri Rajendra Pal Singh, functioned as the Member-Secretary of the four Expert Groups. Their reports were received on the following dates :—

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|---|-------|----------------|
| (1) Biological including Medical Sciences | | 19th Sept., 67 |
| (2) Earth Sciences | | 27th Feb., '68 |

- (3) Natural Resources
(Agriculture, Flora and Fauna) 19th Dec., '67
- (4) Engineering Sciences, etc. 1st Dec., '67

Working Groups to assist the Study Team on Financial Administration

The Working Groups formed by the Study Team on Financial Administration had the following composition :—

(a) Performance Budgeting

Convenor.—Shri N. S. Pandey, Member of the Study Team.

Members.—S/Shri J. C. Luther of the ARC, A. G. Krishnan of the Ministry of Finance, E. R. K. Menon, S. S. Viswanathan and A. Prem Chand of the Planning Commission.

(b) State Finances and Centre-State Financial Relationships

Convenor.—Dr. D. T. Lakdawala, Member of the Study Team.

Members.—Sarvashri J. C. Luther of the ARC, K. Ramakrishna Ayyar and S. C. Tungare of the Government of Maharashtra, M. Narasimham, Dr. V. V. Bhatt and Dr. D. R. Khatkhate of the Reserve Bank of India. Shri S. D. Deshmukh of the Unit Trust of India replaced Shri M. Narasimham later.

Reserve Bank of India

Shri Manubhai Shah (former Union Minister of Commerce) was requested to study the working of the Reserve Bank of India. Dr. B. D. Sharma, Deputy Secretary, Administrative Reforms Commission, assisted him. The Report which was received on 4th August, 1969, dealt with the history, structure, functions, development and growth of the Reserve Bank of India, the assessment and appraisal of its working, and the organisation of the central banks in other countries and made suggestions for the re-organisation of the Reserve Bank and of the developmental institutions.

State Electricity Boards

This study was taken up as a sequel to the Commission's Report on Public Sector Undertakings which covered only the undertakings of the Central Government and left out of its purview those of the State Governments. It was felt that the State Electricity Boards were of great significance in view of their large investments and the importance of power generation for national development. A study was undertaken by Shri Naresh Chandra, Deputy Secretary, ARC, and after his transfer, it was completed by Shri Rajendra Pal Singh, Under Secretary.

Kolar Gold Mining Undertakings.

A note on the working of Kolar Gold Mining Undertakings was prepared in the Commission and sent by the Chairman to the Prime Minister who is incharge of the subject.

II A Task Force on Treasuries

The Commission constituted a Task Force on Treasuries on 29th December, 1967, with the following :—

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| 1. Shri B. V. Narayana Reddy,
formerly General Manager of the Bank of Mysore. | Chairman |
| 2. Shri R. N. Vasudeva
Divisional Commissioner, Bangalore. | Member |
| 3. Shri M. Veeraraj Urs,
Secretary to Government, Finance Department,
Bangalore. | Member |
| 4. Shri N. S. Bharath,
Deputy Secretary to Govt., Finance Department,
Bangalore. | Member |
| 5. Shri Pratap Singh Dardi,
Director of Treasuries in Mysore, Bangalore. | Member |

The Task Force was required to suggest a simplification of treasury procedures with a view to expediting payments and deposits, avoiding duplication, standardising the accounting heads and facilitating the drawal of salaries and pensions. It had discussions with the Accountant-General, Mysore, on the procedure underlying receipts and payments in Government accounts. It visited the State Huzur Treasury at Bangalore, the Sub-Treasuries at Hosakote and Malur. It held three meetings and submitted its report on April 25, 1968.

Studies on Treasuries were also carried out by Dr. M. J. K. Thavaraj and Shri K. L. Handa of the Indian Institute of Public Administration and by Shri R. K. Dhawan, Officer on Special Duty in the A.R.C.

TWO SEMINARS AND A CONFERENCE

The Commission was able to obtain the views of a wide cross-section of knowledgeable persons in the country on the subjects of (1) Agricultural, (2) District and (3) Personnel administration through two seminars and a conference. The seminar on Agricultural administration was organised by the Commission and that on District administration was held at its instance, by the Gandhian Institute of Studies, Varanasi. The Indian Institute of Public Administration, Delhi, held a conference of Personnel administration in consultation with the Commission.

I Seminar on Agricultural Administration

2. At the request of the Chairman, Administrative Reforms Commission, Shri N. Sri Rama Reddy, Member of Parliament, functioned as Convenor. Sixty-seven Members of Parliament who had special knowledge or interest in agricultural administration were requested to participate. The Seminar was inaugurated on 1st May, 1968, by Shri K. Hanumanthaiya, Chairman, ARC, who stressed the basic importance of agriculture to our national life and the urgent need to find solutions to the various problems. The report of the ARC Study Team on Agricultural Administration was made available to the participants. Matters discussed included agricultural education, training, extension, production programmes, and fisheries and forestry. Shri A. P. Shinde, Union Minister of State for Food & Agriculture delivered the valedictory address on 13th May, 1968. The Report of the Seminar was presented to the ARC on 2nd August, 1968.

II Seminar on District Administration

3. The Seminar was held at the Commission's premises from the 27th to 29th September, 1967. It was inaugurated by Shri K. Hanumanthaiya, Chairman of the ARC. Its deliberations were guided by Shri Jai Prakash Narayan, the Sarvodaya leader.

4. The recommendations of the Study Team of the ARC on District Administration and a paper entitled 'Major Issues' prepared by the Gandhian Institute of Studies were discussed on the first day. The seminar broke up into two groups and discussed the recommendations of the Study Team (1) on Panchayati Raj and (2) on urban local bodies, the Collector, public relations, the Board of Revenue and the Commissioners.

5. The first group had Shri R. K. Patil as Chairman and Dr. T. P. Singh, as co-ordinator. The Second Group had Shri D. L. Mazumdar as Chairman and Shri Narendra Goel as co-ordinator. The recommendations of the two groups were discussed in the plenary session of the seminar on 29th September, 1967. The final recommendations of the seminar were communicated to the Administrative Reforms Commission.

III Conference on Personnel Administration

6. A conference on personnel administration took place at the Indian Institute of Public Administration between the 5th & 9th of March, 1968. At the request of the organisers Shri H. V. Kamath, Member, Administrative Reforms Commission, acted as Chairman of the conference. Dr. J. N. Khosla, Director, I.I.P.A., was Vice-Chairman. The participants included Members of Parliament, senior officers of the Central and State Governments, professors and students of public administration and officers of the Commission. Discussions ranged over all the major areas of personnel administration. The conference was inaugurated by Shri K. Hanumanthaiya, Chairman, ARC, with an address on "The Goals of Administrative Reforms". The keynote address of the Conference Chairman, Shri H. V. Kamath was on "Human Factors in Effective Administration". There were five sessions on "Staffing of Higher Administrative Positions", "Employer-Employee Relations", "Training and Career Development", "Position Classification" and "A Rational Pay Policy". The Chairmen of the first three sessions were respectively, Shri H. C. Mathur, Shri D. Mookerjee and Shri V. Shankar, all Members of the ARC. The last two sessions had as Chairman Shri V. V. Chari, Secretary, ARC. The conference concluded on 9th March, 1968, with an address on "Implementation of Reforms" by Dr. C. D. Deshmukh, former Union Minister of Finance. The Report of the conference was submitted by the I.I.P.A. to the Commission on 2nd April, 1968.

7. The Chairman responded to several invitations to address seminars on administration and meetings of staff unions and associations. This gave an opportunity for an informal exchange of views on varied aspects of public administration.

8. When he visited Canada and the U.S.A. in 1966 as leader of the Indian Parliamentary Delegation, the Chairman took the opportunity of discussing problems of public administration with Cabinet Ministers and other important persons in those countries. The Chairman also visited some European countries in June-July, 1969, when he attended the international conference on administration at Barcelona, as leader of the Indian delegation. He had discussions with Cabinet Ministers, and senior civil servants on problems of administration. Shri H. V. Kamath made a study of personnel administration in the U.S.A. and Canada in November, 1967. Shri D. Mookerjee took the opportunity of a lecture tour of the U.K. and France to make a study of administrative tribunals in those countries. Similarly, Shri V. Shankar had discussions with the head of the U. K. Civil Service and also made a study of the prefecture system in France.

PROGRESS OF WORK AND CONCLUSION

The Administrative Reforms Commission was set up on the 5th January, 1966 and was closed on the 30th June, 1970. The first six months of the four years and a half of its existence were taken up in preliminaries, such as securing accommodation, assembling the office and research staff and formulating the overall programme of work. Most of the Study Teams covering the major areas of administration were constituted towards the middle of 1966. More Study Teams and Working Groups were appointed later. The Study Team on Defence Matters was set up in December, 1966 and the Working Group on Customs and Central Excise in December, 1967.

2. The first report of the Commission on the "Problems of Redress of Citizens' Grievances" was forwarded to the Government on October 20, 1966. The Commission's 20th and last report on Scientific Departments was given on—. Therefore, on the average the Commission presented one report every two and a half months. There has been occasional criticism that the Commission's work has taken too much time. A scrutiny, howsoever cursory, of the reports of the Study Teams and the Working Groups and the twenty final reports of the Commission, would make it clear that there has been no delay. Compared to the work of any other Commission, the work of the Administrative Reforms Commission has been more expeditious and economical.

3. The terms of reference of the Administrative Reforms Commission were more comprehensive than those of any committee or commission in this country or elsewhere. Normally, a committee or a commission is asked to enquire into a particular subject, facet or area of administration. The Education Commission and the National Labour Commission had to deal with one subject each. The committee appointed in the U.K. on the Civil Service under the chairmanship of Lord Fulton, had to examine one subject, *viz.* the Civil Service. The jurisdiction of the two Hoover Commissions in the U.S.A. covered the executive branch of the Federal Government only. As for the Administrative Reforms Commission, it was entrusted with the entire field of administration from the Union to the village panchayat levels including subjects such as public undertakings, planning, economic administration and Centre-State relationships. Apart from the ten main areas specifically stated in the terms of reference, it was asked generally to look into the whole field of administration, making its study the most extensive and comprehensive so far attempted.

4. The number of Study Teams and Working Groups constituted was thirty three. Their studies were exhaustive and reports comprehensive. The Chairman and Members of the Study Teams, etc. worked in an honorary capacity, finding time amidst their exacting professional preoccupations.

Most of the Study Teams completed their work in about a year's time.

5. The Commission had necessarily to prepare its reports on the basis of the reports of the Study Teams and Working Groups. The Reports of the Commission were finalised as expeditiously as practicable. The Commission's interim report on the Machinery for Planning, for instance, was submitted on 29th April, 1967 in less than one month after the Study Team had reported. Other reports followed, on the average, one every 2½ months. Evidence, arguments and conclusions contained in the reports of the Study Teams, etc. had to be discussed and digested and their recommendations assessed. Invariably the Commission took further evidence on each subject. The Commission also visited several States, public undertakings, projects, laboratories and research institutes. It had discussions with representatives of trade unions and staff associations. It held prolonged meetings to reconcile divergent points of view, consider alternatives and arrive at a final balanced judgment. The drafts of the reports were prepared thereafter. The finalisation of the drafts was itself a laborious task involving meticulous examination and considerable time. In the circumstances, the average time spent on each report namely 2½ months can by no means be considered long.

6. A comparison with other commissions would show that the Administrative Reforms Commission has been the most economical in terms of time as well as expenditure. The recent Education, Labour, and Finance Commissions took respectively 1 year & 9 months, 2 years & 9 months, and 1 year & 6½ months to complete their inquiry. The expenditure was of the order of Rs. 17 lakhs, Rs. 35 lakhs, and Rs. 11.50 lakhs respectively. Each of these Commissions had to deal with only one subject. As for the ARC, it covered the entire gamut of administration in twenty different reports, besides the thirty-three reports prepared by its Study Teams and Working Groups. This has been done in a span of about 4 years at a cost of about Rs. 66 lakhs. (Details at Appendix V).

7. Some of the subjects were intricate and complex in nature. Some were sensitive like Centre-State relationships. The Commission had to deal with varying views, sometimes conflicting, on each issue. It had to examine the voluminous material gathered and then formulate its recommendations. The Commission has endeavoured all the time during the last four years to formulate recommendations for making the public administration a "fit instrument for carrying out social and economic policies of the Government and achieving social and economic goals of development". The Members of the Commission worked in honorary capacity. If their labours result in making the administration more responsive, efficient and economical, they would deem it the highest reward.

8. The Government of India have, through the Ministry of Home Affairs Resolution No. 8/4/70-P, dated 1st July, 1970, recorded their high appreciation of the work done by the Commission.

APPENDICES

APPENDIX I

MINISTRY OF HOME AFFAIRS (Department of Administrative Reforms)

RESOLUTION

New Delhi, the 5th January 1966

No. 40/3/65-AR (P).—The President is pleased to set up a Commission of Inquiry to be called the Administrative Reforms Commission to examine the public administration of the country and make recommendations for reform and reorganisation where necessary.

2. The Commission will consist of Shri Morarji R. Desai, M.P., as the Chairman and the following as Members :—

- (i) Shri K. Hanumanthaiya, M.P.
- (ii) Shri H. C. Mathur, M.P.
- (iii) Shri G. S. Pathak, M.P.
- (iv) Shri H. V. Kamath, M.P.
- (v) Shri V. Shankar, I.C.S.—*Member Secretary*.

3. The Commission will give consideration to the need for ensuring the highest standards of efficiency and integrity in the public services, and for making public administration a fit instrument for carrying out the social and economic policies of the Government and achieving social and economic goals of development, as also one which is responsive to the people. In particular the Commission will consider the following :—

- (1) the machinery of the Government of India and its procedures of work;
- (2) the machinery for planning at all levels;
- (3) Centre-State relationships;
- (4) financial administration;
- (5) personnel administration;
- (6) economic administration;
- (7) administration at the State level;
- (8) district administration;
- (9) agricultural administration; and
- (10) problems of redress of citizens grievances.

Some of the issues to be examined under each head are listed in the schedule to this Resolution.

4. The Commission may exclude from its purview the detailed examination of administration of defence, railways, external affairs, security and intelligence work, as also subjects such as educational administration already being examined by a separate commission. The Commission will, however, be free to take the problems of these sectors into account in recommending reorganisation of the machinery of the Government as a whole or of any of its common service agencies.

5. The Commission will devise its own procedures, and may appoint committees and advisers to assist it.

6. The ministries and departments of the Government of India will furnish such information and documents and other assistance as may be required by the Commission. The Government of India trusts that the State Governments and all others concerned will extend their fullest cooperation and assistance to the Commission.

7. The Commission will make its report to the Government of India as soon as practicable.

ORDER

ORDERED that a copy of the Resolution be communicated to all Ministries and Departments of the Government of India, State Governments, Administrations of Union Territories, etc. etc.

ORDERED also that the Resolution be published in the Gazette of India for general information.

N. K. MUKARJI, Jr. Secy.

SCHEDULE

- (1) *The machinery of the Government of India and its procedures of work.*
 - (i) The grouping of subjects in departments.
 - (ii) The role of the Cabinet Secretariat.
 - (iii) Problems of inter-ministry coordination.
 - (iv) Staffing patterns and methods of work within ministries and departments.
 - (v) Relationship between ministries and their attached and subordinate offices.
- (2) *The machinery for planning at all levels.*

Planning Originations and procedures at the Centre and in the States, and the relationship of the Planning Commission at the Centre and planning agencies in the States with other agencies.
- (3) *Central-State relationships.*
 - (i) Centre-State relationships in the realm of planning and development with particular reference to the growth of central agencies handling concurrent and State list subjects.
 - (ii) Centre-State relationships in other spheres, with particular reference to the needs of national integration and of maintaining efficient standards of administration throughout the country.
- (4) *Financial administration.*
 - (i) Budgetary reform.
 - (ii) Reform in the administration of accounts.
 - (iii) The role of audit.
 - (iv) The system of expenditure control, including procedures for sanctioning schemes and the problem of financial delegation and decentralisation.
 - (v) Procedures governing financial relations between the Centre and the States.
- (5) *Personnel administration*
 - (i) Personnel planning and organisation for it.
 - (ii) Recruitment policy and procedures, including selection techniques.
 - (iii) The Union Public Service Commission and the State Public Service Commissions.
 - (iv) Promotion policies and incentives.
 - (v) Policies and rules governing conduct and discipline to ensure efficiency, honesty and maintenance of morale.
 - (vi) Training.
 - (vii) The roles of the Cabinet Secretary and the Ministries of Home Affairs and Finance.
 - (viii) Personnel management for public sector enterprises.

(6) *Economic administration.*

- (i) Economic coordination, and the role of the Departments of Economic Affairs and Coordination, the Planning Commission and the Department of Industry in that respect.
- (ii) Administration of foreign exchange.
- (iii) Export promotion, the mechanism of import control, and administration for trade and commerce generally.
- (iv) Review of the mechanism and procedures of economic controls.
- (v) The role of the Ministry of Industry and Supply *vis-a-vis* other ministries handling specific industries.
- (vi) Organisation for promoting industries in the private sector.

(7) *Administration at the State-level.*

- (i) Examination of the organisation and procedures of State Governments with special reference to problems similar to those enumerated above.
- (ii) The need to strengthen administration in the States at all levels.

(8) *District administration.*

- (i) The role of the Collector in respect of general administration and development administration, and as the agent of the State Government.
- (ii) The role of the Collector in the matter of public grievances and complaints.
- (iii) The relationship between the Collector and panchayati raj institutions.
- (iv) The relationship between the Collector and departmental heads at the district and supra-district levels.
- (v) The size of districts.
- (vi) Personnel policies in relation to the post of Collector.

(9) *Agricultural administration.*

- (i) The role of the Ministry of Food and Agriculture and other ministries concerned with agricultural production, and coordination between them.
- (ii) Inter-relationship between State Agriculture Departments, Community Development Organisations and other organisations concerned with agricultural production in the States.
- (iii) Organisation for agricultural administration at the State and district levels.
- (iv) Coordination between research and extension organisations.

(10) *Problems of redress of citizens grievances.*

- (i) The adequacy of the existing arrangements for the redress of grievances.
- (ii) Need for introduction of any new machinery or special institution for redress of grievances.

APPENDIX II

BIO-DATA

of

THE CHAIRMEN AND MEMBERS OF THE ARC

- Chairmen** : Shri Morarji P. Desai (Jan. '66 - March '67), and
Shri Kengal Hanumanthaiya (March '67 - June '70)
- Members** : Shri H. C. Mathur (till June '68), Shri H. V. Kamath,
Shri D. Mookerjee, Shri T. N. Singh (from Sept. '68),
Shri V. Shankar.

Shri Morarji P. Desai, B.A.

Entered Bombay Provincial Civil Service. Resigned to join the Civil Disobedience Movement in 1930. Secretary, Gujarat Pradesh Congress Committee, 1931-37 and 1939-46; Minister Bombay Government 1937-39 and 1946-52; Chief Minister of Bombay, 1952-56; Member, Second and Third Lok Sabha 1957-62, 1962-67; Union Minister of Commerce and Industry 1956-58; Union Minister for Finance 1958-63; Resigned August, '63 for party work; Chairman, Administrative Reforms Commission January 1966-March 1967; Deputy Prime Minister and Minister of Finance—March, 1967, Resigned July 1969.

Shri Kengal Hanumanthaiya, B.A., LL.B.

Member, Constituent Assembly of India and the provisional Parliament; Member, Committee of Constituent Assembly to draft Model Constitution for Indian States; Member, Committee on Abolition of Caste nomenclatures; Leader, Congress Party in Mysore Legislative Assembly; president, Mysore Pradesh Congress Committee; Chief Minister of Mysore State; Leader, Indian Parliamentary Delegation to the Commonwealth Parliamentary Conference, Ottawa, 1966; Leader, Indian Parliamentary Delegation to Bhutan 1967; Member, All-India Council of Technical Education and All India Council of Institutes of Technology; Member, Lok Sabha 1962-67; Re-elected in 1967; Chairman, Punjab Administrative Reforms Commission 1964-66; Member, Administrative Reforms Commission appointed by Government of India 1966; Chairman, Administrative Reforms Commission since March, 1967.

MEMBERS

Shri Harish Chandra Mathur, B.A.

Magistrate from 1926-39; Secretary to the Government of Jodhpur (1940-44). Assistant Councilor to the Maharaja of Jodhpur (1945); Chief Secretary to Government of Jodhpur (1946-47); Judicial Minister, Jodhpur (1947-48) and Home Minister Jodhpur (1948); member Constituent Assembly 1948; Member Rajya Sabha 1952-56; Member Second and Third Lok Sabha (1957-57); Member of Rajya Sabha 1967; Chairman of Study Teams on Imports and Exports, Trade Control Organisation, and the Directorate General of Technical Development; Chairman of the Administrative Reforms Committee of Rajasthan and the Rajasthan Water Board; Member Administrative Reforms Commission 5th Jan. 1966-12th June, 1968. Died 12th June, 1968.

Shri Hari Vishnu Kamath, B.Sc., (Hons.)

Joined the Indian Civil Service in London 1929; served in I.C.S. 1930-38; resigned for political reasons; joined Congress, the National Planning Committee as Secretary and subsequently the Forward Bloc as Secretary General; member, Constituent Assembly 1946-49; and member, Nagpur Provincial Congress Committee; member, Provisional Parliament 1950-52; Praja Socialist Member of Lok Sabha 1955-57; 1962-67; Chairman,

Praja Socialist Party, Madhya Pradesh, 1958-60; member, National Executive, Praja Socialist Party, 1953; Chairman, Central Parliamentary Board, Praja Socialist Party 1965; Delegate : Session of the Council of the Socialist International, Haifa (Israel), April, 1960; Belgrade Conference of the Socialist Alliance of Working People of Yugoslavia, April, 1960; Member, Administrative Reforms Commission from Jan., 1966.

Author of book "Communist China colonises Tibet, invades India" published 1959 by Praja Socialist Party.

Shri Debabrata Mookerjee, M.A., LL. B.

Professor of English Calcutta College; Member of the Senate and of the Board of Studies, Calcutta University; Joined the Bar in 1927; Member Calcutta Corporation 1940-1948; Chairman, Services Committee, Estates and General Purposes Committee, Calcutta Corporation; Assistant Deputy Legal Remembrancer, West Bengal 1942-43; Judge, Calcutta High Court 1952-1963; sometime administrative Judge incharge of Subordinate judiciary; Member Rajya Sabha 1965-1968; Member Administrative Reforms Commission since 1966.

Shri Tribhuvan Narayan Singh

Shastri (Graduate of Kashi Vidyapith, Varanasi) : Sub Editor, "Indian Telegraph", 1925-26; "Hindustan Times", New Delhi. 1928-29; Lecturer in Economics, Kashi Vidyapith, Varanasi, 1927; Secretary, Textile Labour Union, Delhi, 1928-29; Assistant Editor "National Herald", Lucknow, 1936-40; General Manager, "National Herald", Lucknow, 1940-42; member, (i) Provisional Parliament 1950-52; (ii) Lok Sabha, 1952-57 and re-elected in 1957; Secretary, Congress Party in Parliament, 1957-58; Member, Planning Commission from September, 1958 to March, 1967; Minister of Heavy Engineering from July, 1964 to October, 1964; Minister of Heavy Engineering and Industry (re-designated Minister of Industry in February, 1965) from October, 1964 to January, 1966; Minister of Iron and Steel from January, 1966 to March, 1967; Chairman, All-India Handicrafts Board from September, 1967 to January, 1970; Member, Administrative Reforms Commission, since September, 1968; elected to the Rajya Sabha in January, 1965, and re-elected in March, 1970.

Shri Vidya Shankar, M.A.

Joined I.C.S. 1933; Asstt. Collector in the then Bombay State, 1933-39; with Bombay Government 1939-41; Under Secretary to the Government of India, Home Department 1941-43; Deputy Secretary, 1943-46; Private Secretary to Home Member, 1946-47; Private Secretary to Deputy Prime Minister, 1947-50; Joint Secretary, Ministry of States, 1948-52; Joint Secretary, Ministry of Defence, 1952-54; Collector of Palanpur, 1954-55; Secretary to Bombay Government, Revenue Department, 1955-58; Dir-Genl. of Posts and Telegraphs, 1958-60 and Chairman, IAC, 1959-63; Spl. Secretary, Ministry of Food & Agriculture and Vice-Pres., ICAR, 1960-62; Secretary Department of Food, 1962-64; Secretary Department of Aviation & Tourism, also Chairman, IAC 1964-66; also Vice-Pres. Council of International Civil Aviation Organization and Chairman, Hotel Corporation of India, New Delhi, 1965-66; Defence Secretary, 1967-68; Member, Administration Reforms Commission since 1966.

APPENDIX III

Staff Position in Administrative Reforms Commission (Category-wise)

Sl. No.	Designation	No. of officers in position		
		1967 (20-6-67)	1969 (1-4-69)	1970 (31-3-70)
CLASS I				
1.	Secretary	1	1	—
2.	Jt. Secretary	1		1
3.	Dy. Secretary	9	5	4
4.	Private Secretary	4	5	4
5.	Special Assistant (Hony.)	1	1	1
6.	Under Secretary	1	1	1
7.	O.S.D. '	1	1	1
8.	Senior Analyst	13	5	4
CLASS II				
9.	O.S.D.	2	3	2
10.	Personal Assistant	6	4	5
11.	Reporter	2	1	1
12.	Junior Analyst	8	3	2
13.	Section Officer	2	1	1
14.	P.S. to Secretary	1	1	—
CLASS II (Non-gazetted)				
15.	Research Assistant	9	7	5
16.	Assistant	4	3	2
17.	Stenographer	16	11	7
CLASS III				
18.	U.D.C. '	3	3	2
19.	Stenotypist	8	7	5
20.	Others (L.D.Cs. & Class IV)	75	48	36
TOTAL ..		166	111	83

APPENDIX IV

WITNESSES EXAMINED BY ARC

MAHARASHTRA

(Bombay)

30th May-3rd June '66.

1. Shri V. P. Naik,
Chief Minister
2. Shri D. S. Desai,
Home Minister.
3. Shri G. B. Khedkar,
Minister for Rural Development.
4. Shri Shantilal Shah,
Minister of Law.
5. Shri S. K. Wankhede,
Minister for Finance.
6. Shri Madhukarrao Chaudhari,
Minister for Education.
7. Shri P. K. Sawant,
Minister for Agriculture.
8. Shri F. R. Ginwala.
9. Shri M. D. Bhat.
10. Shri R. R. Ruia.
11. Shri K. M. D. Thackersy.
12. Shri S. R. Patkar,
Mayor of Bombay.
13. Shri Seervai.
14. Shri Narayandas Bhatia,
Representing the Vidarbha Chamber
of Commerce.
15. Shri D. R. Pradhan,
Chief Secretary.
16. Shri J. H. Patwardhan,
Municipal Commissioner.
17. Shri P. V. Mandlik,
Shri Arvind Gordhandas,
Director, Systems Consultant in
Administration.
19. Shri G. D. Somani.
20. Members of the Administrative Reforms
Committee of the State Government.

GUJERAT

(Ahmedabad)

4th June-6th June '66

1. Shri Hitendra K. Desai,
Chief Minister.
2. Shri Shyam Parsad Vasavada of the
INTUC.
3. Shri Dinkar Mehta,
Mayor of Ahmedabad Municipal
Corporation.

4. Shri D. N. Pathak.
5. Shri Kanti Lal Kanhya Lal,
President, Ahmedabad Mill Owners'
Association.
6. Shri Lal Bhai Desai,
Vice-Chancellor, Gujarat University.
7. Shri R. J. Shah,
President, Mehsana District Panchayat.
8. Shri Tikambhai Patel,
President, Ahmedabad District Pan-
chayat.
9. Shri Gordhanbhai,
President, Khaira District Panchayat.
10. Shri M. G. Monani,
Vigilance Commissioner.
11. Shri Seth Chimanbhai Chaman Lal,
Mill-owner and Banker.
12. Shri Kasturbhai Lalbhai.
13. Shri Bhailabhai Patel.
14. Shri Vadilal Lalbhai Mehta.
15. Shri Tribhuvan Das Patel.
16. Members of the Gujarati Beopar
Maha Mandal.
17. Members of the Study Group on
Administrative Problems.
18. Members of the Executive of the Con-
gress Legislature Party.
19. Secretaries to the Gujarat Govern-
ment led by the Chief Secretary.
20. Editor, 'Jai Hind', Ahmedabad.
21. Editor, 'Rajkot'.
22. Editor, 'Prabhat'.
23. Editor, 'Jan Saptah'.

MYSORE

(Bangalore)

7th June 10th June '66.

1. Shri S. Nijalingappa,
Chief Minister.
2. Shri S. Shivappa,
Leader of the Opposition, Mysore
Legislature.
3. Shri P. Kodanda Rao.
4. Shri G. R. Nalwadi,
Mayor of Hubli.
5. Shri Deve Gowda,
Director, Extension Programme for
Secondary Education.

6. Shri Mohamed Ali,
President, Karnatak Pradesh Congress
Committee.
7. Shri M. V. Rangachari,
Financial Adviser.
8. Shri K. R. Karanth,
9. Shri P. S. Thimmappa Shetty,
Retired Dy. Collector.
10. Shri T. R. Jayaraman,
Vice-Chancellor, Bangalore University.
11. Dr. K. C. Naik,
Vice-Chancellor, Agricultural Univer-
sity, Bangalore.
12. Dr. D. C. Pavate,
Vice-Chancellor, Karnatak University.
13. Shri A. G. Ramachandra Rao,
14. Shri Rajaram Malloya of the Kerala
Chamber of Commerce,
15. Shri K. P. Hegde,
16. Shri N. C. Naik,
17. Shri B. R. Kamath,
18. Shri R. Channigaramiah,
Chairman, Mysore State Public Service
Commission.
19. Shri Jayadeva Raj Urs,
President, Taluk Development Board,
Mysore.
20. Shri M. P. L. Shastri, M.L.C.
21. Shri Damodar Lal,
Managing Director, Canara Bank.
22. Shri D. A. H. Chandrasekhariah,
23. Shri Iqbal Hussain,
Vigilance Commissioner.
24. Shri N. Madhava Rao,
ex-Diwan of Mysore.
25. Shri Kadidal Manjappa,
M.L.A.
26. Shri Siddiyya Kashimuth,
M.L.A.
27. Shri J. B. Majjaradhya, M.L.C.
28. Shri N. S. Hirannaya,
Chairman, Railway Commission,
Madras.
29. Shri K. P. Ramanathaiaya,
30. Shri M. R. Patil,
M.L.A.
31. Shri J. Mohamed Imam.
32. Shri C. U. Muckannappa,
M.L.A.
33. Shri Hutchmasti Gowda,
M. L. A.
34. The Secretaries to the State Govt.
including the Chief Secretary.

ANDHRA PRADESH

(Hyderabad)

11th June to 15th June '66.

1. Shri K. Brahmananda Reddy,
Chief Minister.
2. Shri K. N. Anantaraman,
Chief Secretary.
3. Shri B. Gopalakrishniah,
4. Shri K. Subba Rao,
Chairman, State Public Service
Commission.
5. Shri Ranga Ramanujan,
Director, Bureau of Economics &
Statistics.
6. Shri T. V. Reddy,
Director, Agriculture.
7. Shri Ghulam Ahmed,
Director of Public Health.
8. Dr. A. T. M. Abdulkhader,
Director, Medical Services.
9. Shri B. N. Raman,
Registrar, Cooperative Societies.
10. Shri M. V. Rajgopal,
Director, Public Instruction.
11. Shri J. R. Doss,
Director, Technical Education.
12. Shri P. I. Prabhakar,
Director, Treasuries & Accounts.
13. Shri T. R. Bhagwat,
General Manager, Andhra Bank.
14. Shri V. B. Raju,
Chairman, State Road Transport Cor-
poration.
15. Shri A. Bhagwantha Rao,
Chairman, Khadi & Village Industries
Board.
16. Shri T. Hayagrivachari,
Chairman, Andhra Pradesh Regional
Committee.
17. Shri R. L. Gupta,
Principal, Administrative Staff College.
18. Shri O. Pulla Reddi,
Vice-Chancellor, Agricultural Univer-
sity, Hyderabad.
19. Shri D. S. Reddy,
Vice-Chancellor, Osmania University.
20. Shri J. B. Narasingharao,
Chairman, State Electricity Board.
21. Shri N. Bhagwandass,
Representing I.C.S. and I.A.S. Associ-
ation.
22. Shri Suchil Kumar,
Representing I.P. and I.P.S. Association.

23. Shri T. Suryanarayanawamy,
Representing the Secretariat Officers' Association.
24. Shri J. M. Girglani,
Representing the Andhra Pradesh Civil Service.
25. Shri B. Chandrasekhar,
representing the Secretariat Association.
26. Shri K. B. Krishna Reddy of the Teachers' Union.
27. Shri K. R. Amos of the N.G.O. Central Union.
28. Smt. Sarojini Pulla Reddy,
Mayor of Hyderabad.
29. Members of the Revenue Board.

UTTAR PRADESH

(Nainital)

27th June to 4th July '66.

1. Smt. Sucheta Kriplani,
Chief Minister.
2. Shri Chandra Bhanu Gupta,
Former Chief Minister.
3. Shri Ali Zaheer,
Minister of Justice.
4. Shri Ram Murti,
Minister for Community Development.
5. Shri Govind Singh,
Minister for Agriculture.
6. Shri J. P. Rawat,
Minister for P.W.D.
7. Shri Banarsi Dass,
Minister for Cooperation.
8. Shri K. K. Dass,
Chief Secretary.
9. Shri A. C. Mitra,
Engineer-in-Chief, Irrigation Department.
10. Shri M. A. Quaraishi,
Agricultural Production Commissioner.
11. Shri Jagdish Prasad,
Engineer-in-Chief, P.W.D.
12. Shri H. C. Gupta,
Member, Board of Revenue.
13. Shri R. K. Kaul,
Acting Home Secretary.
14. Shri G. C. Chaturvedi,
Revenue Secretary.
15. Shri R. C. Chisti,
Commissioner.
16. Shri S. N. Mushriq,
Secretary, Local Self-Government.
17. Shri Rameshwar Sahai,
Chief Conservator of Forests.

18. Shri R. B. Sahi,
President, Zila Parishad, Gorakhpur.
19. Shri S. Vaish,
President, Merchants Chamber of Commerce, Kanpur.
20. Shri D. P. Singh,
Vice-Chancellor, Agricultural University.
21. Shri B. N. Maheshwari,
Commissioner.
22. Shri H. C. Saxena,
Secretary, Industries.
23. Shri A. R. Siddiqui,
Secretary, Forests.
24. Shri T. G. K. Charlu,
Director, Industries
25. Shri G. S. Choormani,
Registrar, Cooperative Societies.
26. Shri Tandon,
Additional Director, Agricultural Department.
27. Shri G. K. Srivastava,
Administrator General.
28. Shri Shanti Prasad,
I.G. of Police.
29. Shri Ahmed Mirza,
Chairman, Vigilance Commission.
30. Shri Krishna Goel,
Chairman, Zila Parishad, Budaun
31. Shri Balwant Singh,
M.L.A.
32. Shri Uma Shankar,
Secretary, Medical & Labour.
33. Shri M. L. Dave,
Secretary, Transport.
34. Shri S. K. Sarkar,
Secretary, P.W.D.
35. Shri D. N. Sharma,
Director, Medical & Health Services.
36. Shri Laxman Dev,
Chairman, State Electricity Board.

TAMIL NADU

(Madras)

July 15-22, 1966

Shri M. Bhaktavatsalam,
Chief Minister, Madras.

June 21st, 1968.

Shri C. N. Annadurai,
Chief Minister, and Ministers of Tamil Nadu.

Shri V. R. Nedunchezhiyan, M.L.A.

S/Shri

1. C. A. Ramakrishnan,
Chief Secretary.

S/Shri

2. G. Ramachandran,
Finance Secretary.
3. S. Parthasarthy Iyengar.
4. N. Murugesu Mudaliar,
Retired Dy. Secretary.
5. D. C. Kothari.
6. K. Santhanam,
M.P.
7. R. N. Dave.
8. G. K. Shankar, and
G. L. Melita of the Tamil Chamber
of Commerce.
9. R. A. Gopalaswamy
10. T. N. S. Raghvan.
11. S. Ventakaraman.
12. A. Lakshmanaswamy Mudaliar,
Vice-Chancellor, Madras University.
13. T. A. Verghese.
14. Nagappa Chettiar, and
Subramaniam of the Southern India
Chamber of Commerce.
15. N. Mahalingham,
Chairman, Institution of Engg. Madras
Centre.
16. Prof. Ladda,
College of Technology, Madras.
17. T. S. Narayanaswami,
Chairman, Madras Industrial Invest-
ment Corporation.
18. K. R. Rama Iyer.
19. Dr. Nayudamma,
Director, Central Leather Research
Institute.
20. H. V. R. Iengar.
21. Chokkappa,
Chairman, Panchayat Union, Korada-
cheri.
22. P. Subbarathinam,
Chairman, Panchayat Union, Poondi.
23. N. Sountharpandian,
M.L.A.
24. V. A. S. Swamy,
Lawyer.
25. K. B. Ramanathan,
Director, Agriculture.
26. Minor Moses,
Mayor of Madras.
27. K. Diraviam,
Director, Rural Development.
28. T. Muthian,
Director, Technical Education.
29. J.G. Abraham,
Chief Engineer

30. N.D. Sundaravadivelu,
Director, Higher Education.
31. M.S.A. Majid,
President, National Chamber of Com-
merce.
32. M. Kalyanasundaram,
M.L.A.
33. N. Venkatarama Ayyar,
Retired Judge.
34. S. Govind Swaminathan,
President, Madras Advocates Associa-
tion.
35. V.G. Row,
President, Madras Bar Association.
36. G. Vasantha Pai.
General Secretary, Bar Association
of India.
37. R. Keshva Iyengar,
President, Madras Regional Council
of Bar Association of India.
38. A. Ramachandran,
Member, Executive Committee of Bar
Association.
39. H.V. Hande, M.L.C.
40. V.K. Narasimhan of the 'HINDU'.
41. T.A. Subramanian, Editor 'THE
MAIL'.
42. A.N. Sivaraman,
Editor, 'INDIAN EXPRESS'.
43. Secretaries to the Government of
Madras.
44. Members of the Board of Revenue

ASSAM

(Shillong)

17th April 19th April 1966

Shri B.P. Chaliha,
Chief Minister
S.M. Dev.
Abdull Matlib Majumdar, Mahendra
Mohan Choudhery, J.B. Hagjir,
Biswadev Sarma, C.S. Teron,—Minis-
ters.

S/Shri

1. B.C. Kapur,
Chairman, State Electricity Board.
2. K. Saigal,
Dy. Commissioner, Kamrup.
3. C.R. Krishnamurthy,
Dy. Commissioner, Goalpara
4. G.G. Swell, MP.
5. Jahanuddin Ahmed, MP.

- S/Shri
6. S.D.D. Nicholas Roy,
M.L.A.
 7. G.C. Phukan,
Secretary, Finance
 8. Gaurishankar,
Bhattacharjee, M.L.A.
 9. Liladhar Kataki,
M.P.
 10. M. Jalan,
Tea-Planter
 11. A.N. Kidwai,
Chief Secretary
 12. S. Barkataki,
Chairman, Public Service Com-
mission
 13. S.M.L. Bhatnagar
 14. R.S. Paramasivan
 15. B.C. Cariappa, and
E.H. Pakynteni,
Commissioners
 16. S. Sarma,
Member, Administrative Reforms
Committee
 17. S. Rajkhowa,
Director of Public Instruction
 18. P.S. Majumdar,
Director, Agriculture
 19. S.M. Rahman,
Secretary, Education
 20. P.K. Mahanta,
S.D.P.O., Barpeta
 21. S.C. Barma,
Spl. Supdt. of Police
 22. Smt. Trivedi, Director, O & M
 23. Representatives of Assam Chamber
of Commerce
 24. Members of the State Coordination
Committee
- TRIPURA**
(Agartala)
April 23-25, 1966
- Shri S.L. Singh,
Chief Minister
Ministers to the Government
Speaker and Deputy Speaker
- S/Shri
1. H.H. Maharaj Kirit
 2. B.K. Deb Barma, M.P.
 3. J.K. Choudhury,
M.P.
 4. U.L. Singh,
M.L.A.
 5. S. Dutta,
M.L.A.
 6. R. Gupta,
M.L.A.
 7. A.D. Barma,
M.L.A.
 8. B.D. Barma,
M.L.A.
 9. Bhusan Gupta,
President, and Ranga Lal Chakrabarty,
Secretary, Bar Association
 10. J.M. Deb Barma,
ex-Adviser,
Bharat Sevak Samaj
 11. K.C. Sen,
Secretary, Bharat Sevak Samaj
 12. A.T. Khan,
Advocate
 13. S.K. Shome,
Advocate
 14. Hem Chandra Nath,
Govt. Advocate.
 15. S.C. Sarkar,
 16. D.C. Dutta,
S.R. Bose,
N.N. Choudhri,
Sukhendra Dutta, B.K. Sen, C. Deb
Choudhry, Retd. officials of the
Tripura Government
 17. R. K. Dev Varman,
Development Commissioner
 18. C.P.K. Erady,
Finance Secretary
 19. N.G. Choudhury,
Judicial Secretary
 20. K.C. Sinha,
Administrator, Agartala Municipality
 21. A.K. Sen,
Principal Engineer
 22. A.C. Bhattacharjee,
Director of Health Services.
 23. H.S. Deb Barma,
Director, Rehabilitation.
 24. N.C. Bhattacharjee,
Chief Forest Officer.
 25. P.K. Deb Barman,
Registrar, Coopv. Societies.
 26. A.K. Bhattacharjee,
A.D.M.
 27. R.P. Sen,
Director, Industries.

S/Shri

28. R.N. Shropony,
I.G. of Police.
29. S.N. Kanwar,
District Magistrate.
30. H.S. Dubey,
Chief Secretary.
31. G.N. Sharma,
Chief Commissioner.
32. Heads of Departments.
33. Representatives of Transport, Industry
and Journalists.

MANIPUR

(Imphal)

April 21-22, 1967

Shri M. Keirang Singh,
Chief Minister.

S/Shri Sibo Lurho,

N. Tumbi Singh,
Md. Alimuddin, and Gonkhenpon,
Ministers.
Shri Meghachandra Singh,
MP.

S/Shri

1. T. Kipgen,
Offg. Chief Secy.
2. S. Gaurahari Singh.
3. S. Ranbir Singh.
4. S. Subramaniam, and
Hari Mohan Srivastava,
Secretaries.
5. Mahendra Singh,
I.G. of Police.
6. Virindra Prakash,
Dy. Commissioner.
7. Amar Singh,
Dy. Commissioner.
8. K. Vudayachalam,
Principal Engineer, PWD.
9. Hari Singh,
Director, Agriculture.
10. Chandra Mohan,
Director, Medical and Health.
11. N.B. Sinha,
Director, Education.
12. K. Thanglora,
President, Amar National Union of
Manipur.
13. Naba Kishore Singh,
Secretary, Manipur National Chamber
of Commerce.

14. R.K. Madhuchandra Singh,
Nandeibanu Lakai.
15. Angou Singh, and
Amar Singh
representing the Working Group of
Administrative Reforms Committee.
16. Y. Yarma Singha,
M.L.A.
17. W. Kulabidhu Singh,
Secretary, and Manihar Goswami,
Asstt. Secretary, PSP, Manipur.
18. Pakkhohang,
Domjalam, L. Rokung, L. Solomon,
Bijoy Singh,
Shoukthohang, Mohd. Ashraf Ali,
and K. Chooba Singh,
M.L.As.
19. R.K. Ranbir Singh,
ex-MP.
20. Rishang Keisingh.

HIMACHAL PRADESH

(Simla)

June 17-26, 1967

1. Dr. Y.S. Parmar,
Chief Minister
2. Shri Lal Chand Prarthi,
Shri Hari Ram Choudhary,
Shri Ram Lal,
Shri Sukh Ram,
Ministers.
3. Shri Sant Ram,
President, Beopar Mandal Simla.
4. Shri M.C. Sharma,
Chief Secretary.
5. Prof. Abdul Majid Khan, Ex-Member,
Punjab PCS
6. Shri H.C. Malhotra,
Chief Engineer, PWD
7. Shri Y.K. Murthy,
Chief Engineer, Multipurposes Pro-
jects & Power
8. Shri B.S. Singh,
Development Commissioner.
9. Shri T.S. Negi,
Shri Lekh Ram and
Shri Inder Singh,
MLAs
10. Prof. Nihar Ranjan Roy,
Director,
Dr. Jit Singh Uberoi,
Fellow, and Prof. S. Maqbul Ahmed
of the Indian Institute of Advanced
Studies, Simla.

JAMMU & KASHMIR

(Srinagar)

October 9-16th, 1968

1. Shri G.M. Sadiq,
Chief Minister
2. Peer Ghias-ud-Din,
Minister, Industries and Commerce.
3. Shri Ranjit Singh Jamwal
Minister, Works and Transport.
4. Mohd. Ayub Khan,
Minister, Health.
5. Bakshi Gulam Mohammed,
MP.
6. Shri Tambe,
Director, Industries.
7. Shri S.K. Kaul,
MLA.
8. Shri P.K. Dave,
Chief Secretary
9. Shri Rajkumar Shivdev Singh,
Chairman, PSC.

KERALA

(Trivandrum)

Sept. 4-9, 1967

1. Shri E.M.S. Namboodripad,
Chief Minister.
2. Shri Samuel Mathai
Vice-Chancellor, Kerala University.
3. Shri K. Chandrasekharan,
MP
4. Shri Balchandra Menon,
P.M
5. Shri V.K.N. Menon;
6. Shri R. Kesavan Nair,
President and
Shri Narayanan Nair,
Secretary of the Kerala Non-Gazetted
Officers' Association.
7. Shri N. Sridharan Nair,
President,
Shri K.L. Raman.
Secretary and
Shri N. Kesavan, former Secretary, of
the N.G.O. Federation
8. Shri N. Gopinath Nair,
President and
Shri C. Kutty Krishnan,
Secretary, of the Secretariat Association.
9. Shri K.J. Pillay,
Executive Engineer
10. Shri N. Krishnan Pillay,
Technical Assistant to the Executive
Engineer.
11. Shri George Thomas,
Chief Secretary
12. Shri K.K. Rama Kutty,
Agricultural Production Commissioner
13. Shri N. Chandrabhanu,
Special Secretary, Finance

DELHI

1. Shrimati Indira Gandhi
2. Shri Jagjivan Ram
3. Shri C. Subramaniam
4. Shri Fakruddin Ali Ahmed.
5. Shri Satya Narayan Sinha
6. Shri N. Sanjiva Reddy.
7. Shri K. Brahmananda Reddy
8. Shri M. S. Gurupadaswamy
9. Dr. V.K.R.V. Rao
10. Dr. Triguna Sen.
11. Shri T.N. Singh
12. Shri M.C. Chagla
13. Shri Manubhai Shah
14. Shri O.V. Alagesan
15. Shri N. Dandekar
16. Shri Raj Bahadur
17. Shri D. Sanjivayya
18. Shri Mehr Chand Khanna
19. Shri G.L. Nanda
20. Shri S.K. Dey
21. Shri K. Kamaraj
22. Shri G.S. Pathak
23. Shri Sachin Chaudhury
24. Dr. D.R. Gadgil
25. Shri M.P. Pai
26. Shri Mahavir Tyagi
27. Dr. S. Chandrasekhar
28. Shri S.G. Barve
29. Shri R. R. Morarka
30. Shri M. C. Setalvad.
31. Shri K. N. Nagarkatti
32. Gen. S. P. P. Thorat
33. Shri Ravindra Varma
34. Prof. M. S. Thacker.
35. Shri H. M. Chennabasappa
36. Shri Takhat Mal Jain
37. Shri B. Venkatappaiah
38. Shri S. Ratnam
39. Shri K. Santhanam
40. Shri C.H. Bhabha
41. Shri Brahm Prakash
42. Shri K.C. Lal
43. Shri P.C. Mathew

44. Shri J.L. Hathi
45. Shri M.S. Rao
46. Shri D.R. Tiwari
47. Shri G. R. Kamat
48. Shri Govind Narain
49. Shri D.S. Joshi
50. Dr. Nagendra Singh
51. Dr. P.K. Duraiswamy
52. Shri Peter Alvares
53. Shri Kedar Nath Sahni
54. Shri Hans Raj Gupta
55. Shri Des Raj Chaudhry
56. Shri S.M. Joshi
57. Shri L.P. Singh
58. Shri K.R. Damle
59. Shri H.N. Mookerjee
60. Shri Bansi Lal
61. Shri Dharam Vira
62. Shri Balraj Madhok
63. Shri T.P. Singh
64. Shri R.S. Gae
65. Shri P.M. Pradhan
66. Shri P. Ramamoorthy

67. Shri A.P. Shinde
68. Shri M.R. Kulkarni
69. Shri R.K. Hegde
70. Dr. B.P. Pal
71. Dr. Atma Ram
72. Dr. D. S. Kothari
73. Shri S. D. Nargolwala
74. Dr. B.D. Nag Chaudhury
75. Shri S.N. Dwivedi
76. Representatives of I.P.S. Association.
77. Representatives of C.S.S. Grade IV Association.
78. Central Secretariat Stenographers' Service Association.
79. Central Secretariat Service Direct Recruits (Gazetted) Association.
80. Civil Aviation Employees' Union.
81. Indian Civil and Administrative Service Association.
82. All India Railwaymen's Federation.
83. Telegraph Engineers' Association.
84. Telegraph Communication Engineers Association.

APPENDIX V

Expenditure of the Commission year-wise 1965-66 to 1969-70

(1)	(2)	1965-66	1966-67	1967-68	1968-69	1969-70	From March '70	Total
		(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.	Travelling and other allowances of Chairman and Members		46,312	70,415	65,712	46,171		2,28,610
2.	Travelling and Daily Allowances of Members of Study Teams and Working Groups, and Witnesses		1,08,724	2,77,815	1,50,712	81,360		6,18,711
3.	Salaries and allowances of the staff including personal staff of Chairman and Members	1,239	7,22,500	15,44,126	11,54,345	8,45,941		42,66,912
4.	Contingencies (furniture, transport, books, telephone etc.)	75,795	6,89,100	3,12,302	3,77,559	1,90,242		15,44,998
	GRAND TOTAL	77,034	15,66,636	22,04,658	16,48,328	11,63,714	Not yet available	66,54,231

ANNEXURES

ANNEXURE I

Personal staff of the Chairman and Members

Name and designation	Joined on	Left on
1. Shri Dr. V. A. Pai Panandikar, Special Assistant to		12-3-67
2. Shri B.S. Narula, Special Assistant to	17-3-67	
3. Shri H.S. Shah, P.S. to Shri Morarji R. Desai	1-3-66	12-3-67
4. Shri Y.P. Tonpe, P. S. to Shri Morarji R. Desai	1-3-66	12-3-67
5. Shri Satchidanada, P. S. to Shri K. Hanumanthaiya	13-3-67	
6. Shri C. Balan, P.S. to Shri H.V. Kamath	1-4-66	
7. Dr. S.C. Seth, P.S. to Shri V. Shankar	3-6-66	
8. Shri R.N. Kalsi, P.S. to Shri T.N. Singh	24-10-68	
9. Shri A.K. Chatterjee, P.S. to Shri D. Mookerjee	28-9-66	31-5-69

ANNEXURE II

Staff of the Secretariat of the Commission

Name and Designation	Joined on	Left on
1	2	3
1. SECRETARY		
Shri V. Shankar (Member-Secretary)	5-1-66	12-5-66.
Shri V.V. Chari, Secretary	12-6-66	22-12-69
2. ADDL. SECRETARY		
Shri V.V. Chari	1-4-66	12-6-66.
3. JOINT SECRETARY		
(i). Shri N.S. Pandey	14-3-66	
(ii). Shri M. Samiuddin	24-3-66	3-10-66.
4. DEPUTY SECRETARY		
(i). Shri N. Chidambaram	3-5-66	
(ii). Shri R. N. Chopra	8-7-66	16-12-68
(iii). Shri N. S. Gidwani	21-3-66	(9-6-69) (Retd.)
(iv). Shri J. C. Luther	10-5-66	20-12-67
(v). Shri K. M. Mirani	16-3-66	14-4-68
(vi). Shri Nareesh Chandra	27-5-66	12-2-68.
(vii). Shri N.G. Sen	5-9-66	
(viii). Shri A.V. Seshanna	12-4-66	
(ix). B. D. Sharma	23-3-66	11-8-69.
5. UNDER SECRETARY		
Shri Rajendra P. I Singh	23-4-66	
6. OFFICER ON SPL. DUTY CLASS I		
(i). Mrs. Sudhira Bagai	20-11-67	31-7-68
(ii). Shri B. Rudramoorthy	2-9-66	20-9-67
(iii). Shri Y.G. Sanglikar	15-6-66	14-11-66
(iv). Shri S.S. Sharma	16-8-67	6-1-69
(v). Shri S.P. Vutal	19-2-68	
7. SENIOR ANALYSTS		
(i). Shri Darshan Singh	8-3-66	
(ii). Shri T.R. Viswanathan	14-9-66	
(iii). Shri S.R. Chellaney	27-6-66	
(iv). Shri C.B. Lal	3-5-66	16-4-70.
(v). Shri D. Ranganathan	11-5-66	30-6-68
(vi). Shri C.P. Kapoor	26-5-66	1-11-68
(vii). Miss R. Champakalakshmi	21-4-66	31-7-68
(viii). Shri B.L. Gaur	22-8-66	21-11-68
(ix). Shri H.K. Guha	21-9-66	24-11-68
(x). Shri P.G. Lele	10-8-66	8-8-68.
(xi). Shri S.S. Trehan	1-10-66	1-8-68

1	2	3
(xii). Shri A.N. Bhayana	15-7-66	19-2-68
(xiii). Shri R. Rajgopalan	3-9-66	29-2-68
(xiv). Shri B.N. Bagchi	23-12-67	1-3-69
(xv). Shri R. Sampat	1-2-68	3-3-69
(xvi). Shri S.L. Malhotra	2-8-66	15-5-67
(xvii). Shri M.G.C. Goyal	1-9-67	24-6-68
(xviii). Shri P.P. Menon	1-9-67	1-4-68
(xix). Shri T.N. Krishnamurthi	11-5-66	27-6-66
8. JUNIOR ANALYSTS		
(i). Shri N.K. Andley	3-11-66	
(ii). Shri H.K.L. Chaudhry	2-3-67	
(iii). Shri H.R. Makhija	30-4-66	10-3-69
(iv). Shri Lekh Raj	16-7-66	21-5-69
(v). Shri A.K. Sethuraman	7-10-66	1-3-69
(vi). Shri S.D. Batra	16-7-66	3-10-68
(vii). Shri P.C. Jain	25-4-66	1-7-68
(viii). Shri P.B. Nair	11-5-66	12-8-66
(ix). Shri R.D. Saxena	23-8-66	20-12-67
(x). Shri J.P. Kapoor	24-9-66	28-2-67
9. SECTION OFFICERS		
(i). Shri S.H. Bhojwani	15-4-66	1-4-68
(ii). Shri V. Velayudhan	15-9-66	
10. REPORTERS		
(i). Shri C.B. Bhatia	6-7-66	18-2-67
(ii). Shri R.K. Narula	21-6-66	
(iii). Shri R. Padmanathan	12-5-67	17-1-70
11. O.S.D. CLASS II		
(i). Shri Ved Prakash	3-9-66	
(ii). Shri R.N. Bedi	1-11-66	1-10-69
(iii). Shri K.H. Hanumantha Chetty	1-10-66	
(iv). Shri R.K. Dhawan	14-4-67	24-6-69
(v). Shri R.P. Srivastava	7-4-66	14-10-69
		As Asstt.
		14-10-69
		As O.S.D.
12. RESEARCH ASSISTANTS		
(i). Shri P.K. Jain	14-4-66	
(ii). Shri Girish Chandra	20-7-66	
(iii). Shri S.N. Vig	10-8-66	
(iv). Shri V.D. Seth	5-10-66	
(v). Shri K.R. Potdar	22-2-68	
(vi). Shri K. Ramanathan	6-7-66	5-11-69
(vii). Shri P. N. Kakkar	20-2-67	7-10-69
(viii). Shri Dharam Vir	7-10-66	30-3-67
(ix). Shri D.L. Parswani	1-7-66	3-11-68
(x). Shri S.N. Swaroop	28-6-66	21-12-67
13. STENOGRAPHERS		
(i). Shri S. Venkatramani	1-4-66	
(ii). Shri Nirmal Singh	4-4-66	
(iii). Shri S.S. Washist	16-4-66	

1	2	3
(iv). Shri R. Natarajan	27-4-66	
(v). Shri S.S. Chaudhry	27-4-66	
(vi). Shri C.M. Nayyar	1-4-66	3-10-68
(vii). Shri M.A. Harpalani	31-5-66	14-10-68
(viii). Shri B.L. Minocha	1-4-66	1-8-68
(ix). Shri Harnam Singh Arneja	26-5-66	22-4-68
(x). Shri G.S. Wadzatia	21-6-66	20-6-67
(xi). Shri N. Ramachandran	1-8-68	
(xii). Shri B.C. Bhattacharya	1-10-66	
(xiii). Shri J.S. Devasthali	4-7-66	25-7-69
(xiv). Shri R.D. Vasdev	1-9-66	3-2-68
(xv). Shri N.C. Jain	6-9-66	
(xvi). Shri E.V. Anjaneyulu	16-9-66	1-3-69
(xvii). Shri S.D. Sehgal	7-9-66	2-2-70
(xviii). Shri Raj Krishan	28-9-66	28-1-69
(xix). Shri D.S. Mahoon	3-11-67	1-5-70
(xx). Shri S.R. Kakkar	17-2-68	
(xxi). Shri V.H. Potankar	15-6-66	14-11-66
(xxii). Shri B.S. Gandhi	15-4-66	5-7-66
(xxiii). Shri S.S. Nanda	1-3-66	13-3-67
(xxiv). Shri S.C. Prasad	28-5-66	13-3-67
(xxv). Shri A.K. Saran	14-4-66	28-11-68
(xxvi). Shri Shankar Dass	18-4-66	4-11-68

E R R A T A

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|------------|---|---|
| 1. Page 2 | Third line from the bottom | Read "Fourteen" for "Sixteen appearing after the word "Commission" and before the word "reports". |
| 2. Page 8 | Column No. 3 of the table | Against item 20—"Scientific Departments" please write the date "30-6-1970". |
| 3. Page 26 | No. 5 —Defence Production—last line of the para | Please incorporate the date "30-6-1970" after the words "submitted on". |
| 4. Page 42 | Para 2—Fourth Line | Please incorporate the date "30-6-1970" after the words "was given on". |
| 5. Page 65 | Annexure I—No. 1 | Please delete the word "Shri" appearing before the word "Dr." |
| 6. Page 65 | Annexure I—No. 1
Second Line | Please add the words "Chairman—Shri Morari R. Desai" after the words "Special Assistant to". |
| 7. Page 65 | Annexure I—No. 2—
Second Line | Please add the words "Chairman—Shri K. Hanumanthaiya" after the words "Special Assistant to". |
| 8. Page 65 | Annexure I—No. 5—
First Line | Please read "Satchidananda" for "Satchidanada". |
| 9. Page 67 | Below item "11-OSD-Class II" | Please insert the following :
"P. S. to Secretary Shri S. L. Mathur 1-4-66 1-12-1969. |

